<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Blending the Science and Practice of Industrial and Organizational Psychology: Where Are We and Where Are We Going?</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Marvin D. Dunnette</td>
<td></td>
</tr>
<tr>
<td></td>
<td>University of Minnesota</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>i</td>
<td>Theory in Industrial and Organizational Psychology</td>
<td>29</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>The Role of Theory in Industrial and Organizational Psychology</td>
<td>39</td>
</tr>
<tr>
<td></td>
<td>John P. Campbell</td>
<td></td>
</tr>
<tr>
<td></td>
<td>University of Minnesota</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Motivation Theory and Industrial and Organizational Psychology</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td>Ruth Kanfer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>University of Minnesota</td>
<td></td>
</tr>
</tbody>
</table>
CHAPTER 4 Learning Theory and Industrial and Organizational Psychology 171
Howard M. Weiss
Purdue University

CHAPTER 5 Individual Differences Theory in Industrial and Organizational Psychology 223
Phillip L. Ackerman
University of Minnesota
Lloyd G. Humphreys
University of Illinois, Champaign-Urbana

CHAPTER 6 Judgment and Decision-making Theory 283
Mary Kay Stevenson & Jerome R. Busemeyer
Purdue University
James C. Naylor
Ohio State University

SECTION II Measurement and Method in Industrial and Organizational Psychology 375

CHAPTER 7 Research Methods in the Service of Discovery 381
Morgan W. McCall, Jr.
University of Southern California
Philip Bobko
Rutgers University

CHAPTER 8 Research Strategies and Tactics in Industrial and Organizational Psychology 419
Paul R. Sackett
University of Minnesota
James R. Larson, Jr.
University of Illinois, Chicago
CHAPTER 9  Quasi Experimentation  491
Thomas D. Cook  
Northwestern University  
Donald T. Campbell  
Lehigh University  
Laura Peracchio  
University of Wisconsin, Milwaukee

CHAPTER 10  Item Response Theory  577
Fritz Drasgow & Charles L. Hulin  
University of Illinois, Champaign-Urbana

CHAPTER 11  Multivariate Correlational Analysis  637
Philip Bobko  
Rutgers University

CHAPTER 12  Modeling the Performance Prediction Problem in Industrial and Organizational Psychology  687
John P. Campbell  
University of Minnesota
Contents

CHAPTER 1  Cognitive Theory in Industrial and Organizational Psychology  1
Robert G. Lord
Karen J. Maher
University of Akron

SECTION 1  Individual Behavior and Organizational Practices  63

CHAPTER 2  Job Analysis  71
Robert J. Harvey
Virginia Polytechnic Institute and State University

CHAPTER 3  The Structure of Work: Job Design and Roles  165
Daniel R. Ilgen
John R. Hollenbeck
Michigan State University

CHAPTER 4  Human Factors in the Workplace  209
William C. Howell
Rice University and U.S. Air Force Human Resources Laboratory
CHAPTER 5  
**Job Behavior, Performance, and Effectiveness**  
271  
Walter C. Borman  
*University of South Florida*

CHAPTER 6  
**Personnel Assessment, Selection, and Placement**  
327  
Robert M. Guion  
*Bowling Green State University*

CHAPTER 7  
**Recruitment, Job Choice, and Post-hire Consequences: A Call for New Research Directions**  
399  
Sara L. Rynes  
*University of Iowa*

CHAPTER 8  
**Adaptation, Persistence, and Commitment in Organizations**  
445  
Charles L. Hulin  
*University of Illinois, Champaign-Urbana*

CHAPTER 9  
**Training in Work Organizations**  
507  
Irwin L. Goldstein  
*University of Maryland, College Park*

CHAPTER 10  
**Utility Analysis for Decisions in Human Resource Management**  
621  
John W. Boudreau  
*Cornell University*

SECTION II  
**Attributes of Individuals in Organizations**  
747

CHAPTER 11  
**Physical Abilities**  
753  
Joyce C. Hogan  
*University of Tulsa*
CHAPTER 12 Vocational Interests, Values, and Preferences  833
   René V. Dawis
   University of Minnesota

CHAPTER 13 Personality and Personality Measurement  873
   Robert T. Hogan
   University of Tulsa
Contents

CHAPTER 1  Aptitudes, Skills, and Proficiencies  1
David Lubinski  
Iowa State University  
René V. Dawis  
University of Minnesota

CHAPTER 2  Developmental Determinants of Individual Action:  
Theory and Practice in Applying Background Measures  61
Michael D. Mumford  
George Mason University  
Garnett S. Stokes  
University of Georgia

SECTION I  Organizational Behavior:  
Individual, Group, and Environmental Influences  139

CHAPTER 3  Theory and Research on Leadership in Organizations  147
Gary Yukl  
State University of New York at Albany  
David D. Van Fleet  
Arizona State University West
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Pages</th>
<th>Authors</th>
</tr>
</thead>
</table>
| 4       | Group Influences on Individuals in Organizations                      | 199   | J. Richard Hackman
Harvard University                                                                 |
| 5       | Group Performance and Intergroup Relations in Organizations           | 269   | Richard A. Guzzo
University of Maryland
Gregory P. Shea
University of Pennsylvania                                                      |
| 6       | Organization-Environment Relations                                   | 315   | Gerald F. Davis
Northwestern University
Walter W. Powell
University of Arizona                                                      |
| 7       | Consumer Psychology                                                  | 377   | Jacob Jacoby
New York University
Wayne Hoyer
University of Texas, Austin
Arthur Brief
Tulane University                                                  |
| 8       | Organizational Productivity                                           | 443   | Robert D. Pritchard
Texas A & M University                                                  |
|         | SECTION II Individual and Group Responses and Behavior Change in Organizations | 473   |                                                                                              |
| 9       | Employee Compensation: Research and Practice                         | 481   | Barry Gerhart
George T. Milkovich
Cornell University                                                  |
CHAPTER 10  **Stress in Organizations**  571
Robert L. Kahn
Philippe Byosiere
*University of Michigan*

CHAPTER 11  **Conflict and Negotiation Processes in Organizations**  651
Kenneth W. Thomas
*Naval Postgraduate School*

CHAPTER 12  **Organizational Development: Theory, Practice, and Research**  719
Jerry I. Porras
*Stanford University*
Peter J. Robertson
*University of Southern California*

CHAPTER 13  **Behavior Change: Models, Methods, and a Review of Evidence**  823
Lowell W. Hellervik
Joy Fisher Hazucha
Robert J. Schneider
*Personnel Decisions, Inc.*

SECTION III  **Organization Design and Strategy**  897

CHAPTER 14  **Alternative Metaphors for Organization Design**  901
D. Douglas McKenna
*Seattle Pacific University*
Patrick M. Wright
*Texas A & M University*

CHAPTER 15  **Strategic Decision Making**  961
Ronald N. Taylor
*Rice University*

CHAPTER 16  **Strategic Reward Systems**  1009
Edward E. Lawler III
*University of Southern California*
G. Douglas Jenkins, Jr.
*University of Arkansas*
Contents

CHAPTER 1 Contemporary Meta-trends in Industrial and Organizational Psychology 1
Raymond A. Katzell
New York University

SECTION 1 Industrial and Organizational Psychology in Individualistic Cultures 95

CHAPTER 2 Cross-cultural Industrial and Organizational Psychology 103
Harry C. Triandis
University of Illinois

CHAPTER 3 Selection and Assessment in Europe 173
C. Lévy-Leboyer
Université René Descartes, Paris

CHAPTER 4 Technological Change in a Multicultural Context: Implications for Training and Career Planning 191
Beryl Hesketh
Stephen Bochner
University of New South Wales, Sydney, Australia
CHAPTER 5  **An Underlying Structure of Motivational Need Taxonomies: A Cross-cultural Confirmation**  241
Simcha Ronen
*Tel Aviv University, Israel*

CHAPTER 6  **Action as the Core of Work Psychology: A German Approach**  271
Michael Frese
Dieter Zapf
*University of Gissen, Gissen, Germany*

CHAPTER 7  **Time and Behavior at Work**  341
Henk Thierry
*Tilburg University, The Netherlands*
Theo Meijman
*The University of Amsterdam*

CHAPTER 8  **Cross-cultural Leadership Making: Bridging American and Japanese Diversity for Team Advantage**  415
George B. Graen
*University of Cincinnati*
Mitsuru Wakabayashi
*Nagoya University, Japan*

CHAPTER 9  **Aging and Work Behavior**  447
José A. Forteza
José M. Prieto
*Complutense University, Madrid*

CHAPTER 10  **Age and Employment**  485
Peter Warr
*University of Sheffield, Sheffield, England*

SECTION II  Industrial and Organizational Psychology in Collectivist Cultures  551
CHAPTER 11 Toward a Model of Cross-cultural Industrial and Organizational Psychology  559
Miriam Erez
Technion-Israel Institute of Technology

CHAPTER 12 The Japanese Work Group  609
Yoshihisa Kashima
La Trobe University, Australia
Victor J. Callan
The University of Queensland, Australia

CHAPTER 13 The Nature of Individual Attachment to the Organization: A Review of East Asian Variations  647
S. G. Redding
A. Norman
A. Schlander
University of Hong Kong

CHAPTER 14 Culture, Economic Reform, and the Role of Industrial and Organizational Psychology in China  689
Zhong-Ming Wang
Hangzhou University, People’s Republic of China

CHAPTER 15 Culture Embeddedness and the Developmental Role of Industrial Organizations in India  727
Jai B. P. Sinha
A.N.S. Institute of Social Studies, Patna, India

SECTION III Cultural Variation and Diversity in the United States  765

CHAPTER 16 Workplace Diversity  769
Harry C. Triandis
Lois L. Kurowski
Michele J. Gelfand
University of Illinois