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管理系列

组织行为学

(第八版)

Organizational
Behavior

(Eighth Edition)

(英文版)

Don Hellriegel,
John W. Slocum, Jr.,
Richard W. Woodman

世界财经与管理教材大系



东北财经大学出版社

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管·理·系·期·限·英·表·文·版

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唐·荷尔瑞格

小约翰·W. 斯劳卡姆 合著

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东北财经大学出版社

图书在版编目 (CIP) 数据

组织行为学：第八版：英文/ (美) 荷尔瑞格 (Hellriegel, D.) 等著, -大连: 东北财经大学出版社, 1998.3

(世界财经与管理教材大系·管理系列)

ISBN 7-81044-387-9

I. 组… II. 荷… III. 组织行为学-英文 IV. C936

中国版本图书馆 CIP 数据核字 (98) 第 05811 号

辽宁省版权局著作权合同登记号：图字 06-1998-71 号

Don Hellriegel, John W. Slocum, Jr., Richard W. Woodman: Organizational Behavior, Eighth Edition

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东北财经大学出版社出版

(大连市黑石礁尖山街 217 号 邮政编码 116025)

东北财经大学出版社发行

北京万国电脑图文有限公司制版 朝阳新华印刷厂印刷

开本: 787×1092 毫米 1/16 字数: 1 110 千字 印张: 44.5 插页: 2

1998 年 4 月第 1 版

1998 年 4 月第 1 次印刷

策划编辑: 方红星

封面设计: 韩波

定价: 72.00 元

ISBN 7 - 81044 - 387 - 9/F·1072

出版者的话

但凡成事，均缘于势。得势则事成，失势则事不顺。顺势而行，如顺水行舟；借势而动，如假梯登高；造势而为，如太空揽月。治学、从政、经商、置业，均不可一日失势。势者，长处、趋势也。

今日中国，是开放的中国；当今世界，是开放的世界。改革开放，大势所趋，势不可挡。经济开放、文化开放、政治开放，世界需要一个开放的中国，中国更要融入开放的世界。借鉴国际惯例，学习他人之长，已经到了不可不为之时。

借鉴国际惯例，学习他人之长，已属老生常谈，但学什么、如何学、以何为蓝本为众多志士仁人所关注。可喜的是，由赤诚图文信息有限公司精心策划，ITP、McGraw-Hill及Simon & Schuster等国际出版公司特别授权，东北财经大学出版社荣誉出版的“世界财经与管理教材大系”现已隆重面世！她以“紧扣三个面向，精选五大系列，奉献百部名著，造就亿万英才”的博大胸襟和恢弘气势，囊括经济学、管理学、财务与会计学、市场营销学、商务与法律等财经、管理类主干学科，并根据大学教育、研究生教育、工商管理硕士（MBA）和经理人员培训项目（ETP）等不同层次的需要，相应遴选了具有针对性的教材，可谓体系完整，蔚为大观。所选图书多为哈佛、斯坦福、麻省理工、伦敦商学院、埃维商学院等世界一流名校的顶尖教授、权威学者的经典之作，在西方发达国家备受推崇，被广为采用，经久不衰，大有“洛阳纸贵”之势。

借鉴国际惯例，毕竟只是因势而动；推出国粹精品，才是造势而为。在借鉴与学习的同时，更重要的是弘扬民族精神，创建民族文化。“民族的，才是国际的”。我们提倡学他人之长，但更希望立自己之势。

势缘何物，势乃人为。识人、用人、育人、成人，乃人本之真谛。育人才、成能人，则可造大势。育人、成人之根本在教育，教育之要件在教材，教材之基础在出版。换言之，人本之基础在书本。

凡事均需讲效益，所谓成事，亦即有效。高效可造宏基，无效难以为继，此乃事物发展之规律。基于此，我们崇尚出好书、出人才、出效益！

东北财经大学出版社

1998年4月



To Jill, Kim, and Lori (DH)
Christopher, Bradley, and Jonathan (JWS)
David and Anna (RWW)

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Preface

This is our eighth edition of *Organizational Behavior*. In each succeeding edition we have tried to represent the best thinking available about each topic covered. To do so again, we carefully analyzed, critiqued, and rewrote, as necessary, each chapter of the seventh edition to reflect the most up-to-date thinking and information available.

The effective design and management of organizations requires the thoughtful application of knowledge concerning the behavior of people at work. Few, if any, of the dramatic challenges facing organizations can be handled effectively without a good understanding of human behavior. Too often in the history of organizations sound plans fail to be implemented, well-designed tasks and processes fail to motivate, innovative technology fails to raise productivity, and workplace cultures fail to support effective behaviors. Many times what poor management, poor designs, and failed strategies have in common is a failure of commitment, caring, and involvement. The human actor is central to organizational success and effectiveness. Organizations fail or succeed, decline or prosper because of people—what people do or fail to do every day on the job. Effective organizational behavior is the bedrock on which productive organizational action rests.



SPECIAL FEATURES OF THIS EDITION

Although this edition is much like the seventh edition in many ways, it is different in several important respects. First, it is shorter, reflecting our continued desire to produce a comprehensive text, yet allow the material to be covered adequately in a single semester. Thus we eliminated chapters on individual problem-solving styles and careers. Additionally, we combined two chapters on group behavior into a single chapter and two chapters on organizational change into a single chapter. However, we expanded the leadership material from one to two chapters, providing a total of eighteen chapters in the book. In each chapter we discarded outdated material and inserted new material on diversity, ethics, global management, leadership, teams, new organizational designs, managing change, managerial core competencies, and information technology.

Among the most significant changes and features of this edition are the following.

- We developed the theme of professional *core competencies* throughout the book. In Chapter 1, which we extensively revised, we introduce this theme, and every chapter contains material dedicated to helping the reader develop various professional competencies. At the end of each chapter is a section entitled "Developing Competencies." It includes questionnaires, exercises,

and cases labeled "Self-Insight," "Team Insight," or "Organizational Insight," depending on the focus of the material.

- Work-force diversity has been a strong theme in our book for several editions. However, we now give it even greater attention. Beginning with a major focus in chapter 1, all chapters contain information and insights designed to help you work and manage more effectively in a culturally diverse workplace.
- We present the latest thinking about leadership in a new Chapter 11: Contemporary Leadership Developments. Transformational leadership, the seven-habits model, and various substitutes for leadership represent the focus of this new chapter.
- We continued the popular *Preview Cases* that introduce and frame each chapter.
- Every chapter contains at least one *Across Cultures* feature in keeping with the continued need for a strong emphasis on the global arena in business school education and the world of work.
- The other in-chapter features—*Ethics in Practice*, *Diversity in Practice*, *Quality in Practice*, *Technology in Practice*, and *Managing in Practice*—which have been popular in previous editions, focus on crucial ethical, diversity, quality, and technology concerns, as well as concerns of a more general managerial nature. By weaving these issues into a variety of topics within the subject of organizational behavior, we constantly reinforce their importance and relevance.
- The *Technology in Practice* feature is new to this edition. These selections highlight the impact of technology on jobs and employee behavior.
- Of the nine *Integrating Cases* at the end of the book, seven are new to this edition. These cases emphasize the major themes developed in the book and integrate the material presented in various chapters.
- Finally, we added to the usual author and subject indexes an index of the Internet addresses for all companies featured in the book. By visiting these websites, a reader can develop an understanding of how organizations are facing the challenges of this exciting time.



FRAMEWORK

After an introductory chapter, the book is divided into three main parts. Part I (Individual Processes) contains chapters on personality and attitudes, perception and attribution, learning and reinforcement, two chapters on motivation, and a chapter on work stress.

Part II (Group and Interpersonal Processes) consists of chapters on group and team behavior, power and political behavior, two chapters on leadership, and a chapter on conflict and negotiation followed by one on interpersonal communication.

Part III (Organizational Processes) contains chapters on decision making, job design, organization design, organizational culture, and organizational change.

Immediately following the last chapter are an appendix on research methods, the integrating cases, and indexes.

Our approach to introducing students to organizational behavior is to move from the individual to the group to the organizational level. However, the chap-

ters are written to stand alone, which allows material to be covered in any order desired by the instructor.



SUPPLEMENTS

Seven supplements are available for use with the eighth edition of *Organizational Behavior*.

- A new *Instructor's Resource Guide* by Michael McCuddy contains resource materials for lectures; answers to all discussion questions and questions contained in the "Developing Competencies" sections; and instructor notes for questionnaires, exercises, and cases, including the Integrating Cases at the end of the book.
- A new *Test Bank* by David Leuser contains multiple choice, true-false, and essay questions.
- A new *Student Study Guide* by Roger Roderick contains learning objectives, chapter outlines, practice questions, and a programmed study supplement.
- A new edition of *Organizational Behavior: Experiences and Cases* by Dorothy Marcic and Joseph Seltzer contains real-world exercises and cases that parallel the text.
- A new video library is available. A written guide for all videos accompanying the text is included in the *Instructor's Resource Guide*.
- Power Point files prepared by Michael McCuddy are available to supplement the instructor's manual.
- Transparency Masters and four-color acetates of many exhibits in the book are available.

All of these supplements are available from South-Western College Publishing Co., or from your ITP representative.



ACKNOWLEDGEMENTS

We express our grateful appreciation to the following individuals who provided thoughtful reviews and useful suggestions that helped improve this edition of the book.

Gordon Arbogast
Jacksonville University

Amnon V. Ashe
*University of District of Columbia,
College of Professional Studies*

K. Denise Bane
Baruch College

Rafael Bedolla
St. Mary's University

Regis Beighley
Troy State University

Janice M. Beyer
University of Texas

Meg Birdseye
Augusta College

Joan Brett
Southern Methodist University

Filemon Campo-Flores
California State University, Long Beach

Toya Candelari
Texas Woman's University

Stephanie Castro
University of Miami

John A. Chaya
Pennsylvania State University

- | | |
|--|---|
| John Cotton
<i>Marquette University</i> | Michael McCuddy
<i>Valpraiso University</i> |
| Michael A. Counte
<i>Saint Louis University</i> | Tom McFarland
<i>Jacksonville University</i> |
| Oya Culpan
<i>West Chester University</i> | Edward Meyer
<i>SUNY Maritime College</i> |
| Refik Culpan
<i>Penn State University-Harrisburg</i> | Catherine Michael
<i>St. Edward's University</i> |
| Christopher Daniel
<i>Kentucky State University</i> | Ercan Nasif
<i>University of Texas-Pan American</i> |
| William E. Farrar
<i>University of Alabama-Birmingham</i> | Thomas A. Natiello, Sr.
<i>University of Miami</i> |
| Bruce Garrison
<i>Houston Baptist University</i> | Linda Neider
<i>University of Miami</i> |
| Janet Henquinet
<i>Metropolitan State University</i> | Ronald F. Nelson
<i>Indiana University-Purdue University</i> |
| Michael S. Higgins
<i>Fairleigh Dickinson University</i> | Judith Oakley
<i>University of Maine</i> |
| Bill Higley
<i>Lockheed Martin Vought</i> | Raj Pillai
<i>University of Miami</i> |
| Raymond Hill
<i>Eastern Michigan University</i> | Robin Pinkley
<i>Southern Methodist University</i> |
| Manfred Hoffmann
<i>University of Texas at Dallas</i> | Roy Pipitone
<i>Erie Community College</i> |
| Linda Howard
<i>Ottawa University, Phoenix</i> | Greg Powell
<i>Southern Utah University</i> |
| John N. Hummel
<i>Catholic University of America</i> | M. Afzalur Rahim
<i>Western Kentucky University</i> |
| Deborah Baker Hulse
<i>University of Texas-Tyler</i> | Tina Robbins
<i>Clemson University</i> |
| Sarah Jacobson
<i>North Dakota State University</i> | Grant T. Savage
<i>Texas Tech University</i> |
| Jordan Kaplan
<i>Long Island University</i> | Valerie B. Scott
<i>Indiana University Southeast</i> |
| Barbara J. Keinath
<i>Metropolitan State University</i> | William Martin Sloane
<i>Wilson College</i> |
| Bruce Kemelgor
<i>University of Louisville</i> | Paul Starkey
<i>Delta State University</i> |
| Donna Klepper
<i>Mary Baldwin College</i> | Leigh Stelzer
<i>Seton Hall University</i> |
| Joe Labianca
<i>Penn State University</i> | Jeff Strese
<i>Southern Methodist University</i> |
| Robert B. Lawson
<i>University of Vermont</i> | James Swenson
<i>Moorhead State University</i> |
| Robert Mac Aleese
<i>Spring Hill College</i> | John Taylor
<i>University of Alaska</i> |

Edmund L. Toomey
Merrimack College
Joan Townley
University of St. Thomas
Ebenezer Ugorji
Austin Peay State University

Richard C. Williams
Troy State University at Dothan
Warner Woodworth
Brigham Young University
Stuart A. Youngblood
Texas Christian University

In addition, we thank our production editor at West, Sandy Gangelhoff, our copy editor, Jerrold Moore, and South-Western's Cynthia Stowell for their fine, professional assistance at various stages in the production of this book. We extend special thanks to Argie Butler and Patsy Hartmangruber at Texas A&M University, and Billie Boyd at Southern Methodist University for their help with manuscript preparation.

John Slocum acknowledges the insightful comments by Don VandeWalle, who tirelessly read many chapters, Mick McGill, a great colleague and inspirational teacher, whose encouragement from the heart will always be remembered, and his Stonebriar golf buddies, who sacrificed preferred tee times to accommodate his writing schedules.

Don Hellriegel and Dick Woodman express appreciation to their colleagues and friends at Texas A&M University who collectively create a work environment that supports and nurtures their continued learning and professional development.

Don Hellriegel, Texas A&M University

John W. Slocum, Jr., Southern Methodist University

Richard W. Woodman, Texas A&M University

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