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# 组织行为学

Essentials of Organizational Behaviour

Third Edition

[英] 劳里·J·马林斯 (Laurie J. Mullins)  
吉尔·克里斯蒂 (Gill Christy) 著

第3版

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# 出版说明

为了适应经济全球化的发展趋势，满足国内广大读者了解、学习和借鉴国外先进管理经验和掌握经济理论前沿动态的需要，清华大学出版社与国外著名出版公司合作影印出版一系列英文版经济管理方面的图书。我们所选择的图书，基本上是已再版多次、在国外深受欢迎，并被广泛采用的优秀教材，绝大部分是该领域中较具权威性的经典之作。

由于原作者所处国家的政治、经济和文化背景等与我国不同，对书中所持观点，敬请广大读者在阅读过程中注意加以分析和鉴别。

我们期望这套影印书的出版对我国经济科学的发展能有所帮助，对我国经济管理专业的教学能有所促进。

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世纪之交，中国与世界的发展呈现最显著的两大趋势——以网络为代表的信息技术的突飞猛进，以及经济全球化的激烈挑战。无论是无远弗界的因特网，还是日益密切的政治、经济、文化等方面的国际合作，都标示着 21 世纪的中国是一个更加开放的中国，也面临着一个更加开放的世界。

教育，特别是管理教育总是扮演着学习与合作的先行者的角色。改革开放以来，尤其是 20 世纪 90 年代之后，为了探寻中国国情与国际上一切优秀的管理教育思想、方法和手段的完美结合，为了更好地培养高层次的“面向国际市场竞争、具备国际经营头脑”的管理者，我国的教育机构与美国、欧洲、澳洲以及亚洲一些国家和地区的大量的著名管理学院和顶尖跨国企业建立了长期密切的合作关系。以清华大学经济管理学院为例，2000 年，学院顾问委员会成立，并于 10 月举行了第一次会议，2001 年 4 月又举行了第二次会议。这个顾问委员会包括了世界上最大的一些跨国公司和几家顶尖企业的最高领导人，其阵容之大、层次之高，超过了世界上任何一所商学院。在这样高层次、多样化、重实效的管理教育国际合作中，教师和学生与国外的交流机会大幅度增加，越来越深刻地融入到全球性的教育、文化和思想观念的时代变革中，我们的管理教育工作者和经济管理学习者，更加真切地体验到这个世界正发生着深刻的变化，也更主动地探寻和把握着世界经济发展和跨国企业运作的脉搏。

我国管理教育的发展，闭关锁国、闭门造车是绝对不行的，必须同国际接轨，按照国际一流的水准来要求自己。正如朱镕基同志在清华大学经济管理学院成立十周年时所发的贺信中指出的那样：“建设有中国特色的社会主义，需要一大批掌握市场经济的一般规律，熟悉其运行规则，而又了解中国企业实情的经济管理人才。清华大学经济管理学院就要敢于借鉴、引进世界上一切优秀的经济管理学院的教学内容、方法和手段，结合中国的国情，办成世界第一流的经管学院。”作为达到世界一流的一个重要基础，朱镕基同志多次建议清华的 MBA 教育要加强英语教学。我体会，这不仅因为英语是当今世界交往中重要的语言工具，是连接中国与世界的重要桥梁和媒介，而且更是中国经济管理人才参与国际竞争，加强国际合作，实现中国企业的国际战略的基石。推动和实行英文教学并不是目的，真正的目的在于培养学生——这些未来的企业家——能够具备同国际竞争对手、合作伙伴沟通和对抗的能力。按照这一要求，清华大学经济管理学院正在不断推动英语教学的步伐，使得英语不仅是一门需要学习的核心课程，而且渗透到各门专业课程的学习当中。

课堂讲授之外，课前课后的大量英文原版著作、案例的阅读对于提高学生的英文水平也是非常关键的。这不仅是积累相当的专业词汇的重要手段，而且是对学习

者思维方式的有效训练。

我们知道，就阅读而言，学习和借鉴国外先进的管理经验和掌握经济理论动态，或是阅读翻译作品，或是阅读原著。前者属于间接阅读，后者属于直接阅读。直接阅读取决于读者的外文阅读能力，有较高外语水平的读者当然喜欢直接阅读原著，这样不仅可以避免因译者的疏忽或水平所限而造成的纰漏，同时也可以尽享原作者思想的真实表达。而对于那些有一定外语基础，但又不能完全独立阅读国外原著的读者来说，外文的阅读能力是需要加强培养和训练的，尤其是专业外语的阅读能力更是如此。如果一个人永远不接触专业外版图书，他在获得国外学术信息方面就永远会比别人差半年甚至一年的时间，他就会在无形中减弱自己的竞争能力。因此，我们认为，有一定外语基础的读者，都应该尝试一下阅读外文原版，只要努力并坚持，就一定能过了这道关，到那时就能体验到直接阅读的妙处了。

在掌握大量术语的同时，我们更看重读者在阅读英文原版著作时对于西方管理者或研究者的思维方式的学习和体会。我认为，原汁原味的世界级大师富有特色的表达方式背后，反映了思维习惯，反映了思想精髓，反映了文化特征，也反映了战略偏好。知己知彼，对于跨文化的管理思想、方法的学习，一定要熟悉这些思想、方法所孕育、成长的文化土壤，这样，有朝一日才能真正“具备国际战略头脑”。

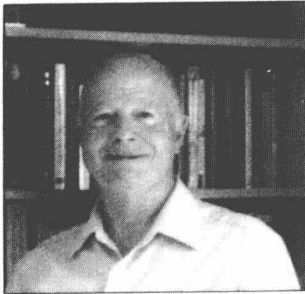
以往，普通读者购买和阅读英文原版还有一个书价的障碍。一本外版书少则几十美元，多则上百美元，一般读者只能望书兴叹。随着全球经济合作步伐的加快，目前在出版行业有了一种新的合作出版的方式，即外文影印版，其价格几乎与国内同类图书持平。这样一来，读者可以不必再为书价发愁。清华大学出版社这些年在这方面一直以独特的优势领先于同行。早在1997年，清华大学出版社敢为人先，在国内最早推出一批优秀商学英文版教材，规模宏大，在企业界和管理教育界引起不小的轰动，更使国内莘莘学子受益良多。

为了配合清华大学经济管理学院推动英文授课的急需，也为了向全国更多的MBA试点院校和更多的经济管理学院的教师和学生提供学习上的支持，清华大学出版社再次隆重推出与世界著名出版集团合作的英文原版影印商学教科书，也使广大工商界人士、经济管理类学生享用到最新最好质优价廉的国际教材。

祝愿我国的管理教育事业在社会各界的大力支持和关心下不断发展、日进日新；祝愿我国的经济建设在不断涌现的大批高层次的面向国际市场竞争、具备国际经营头脑的管理者的勉力经营下早日中兴。

赵纯均 教授

清华大学经济管理学院



### **About the author**

**Laurie Mullins** was formerly principal lecturer at the University of Portsmouth Business School. Laurie specialised in managerial and organisational behaviour, and managing people at work, and was subject leader for the behavioural and human resource management group.

Laurie has experience of business, local government and university administration and human resource management. For a number of years he was also a member of, and an instructor in, the Territorial Army. He has undertaken a range of consultancy work including with the United Nations Association International Service (UNAIS); served as a visiting selector for Voluntary Service Overseas (VSO); acted as adviser and tutor for a number of professional and educational bodies including UNISON Education; and served as an external examiner for university degree and postgraduate courses, and for professional organisations.

Laurie has undertaken a year's academic exchange in the Management Department, University of Wisconsin, USA, and a visiting fellowship at the School of Management, Royal Melbourne Institute of Technology University, Australia, and is a visiting lecturer in The Netherlands. Laurie is author of *Management and Organisational Behaviour*, ninth edition (FT Prentice Hall 2010) and *Hospitality Management and Organisational Behaviour*, fourth edition (Longman 2001).

**Gill Christy** is Head of the Department of Human Resource and Marketing Management at the University of Portsmouth Business School.

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## ABOUT THIS BOOK

*Essentials of Organisational Behaviour* provides a concise, selective and accessible guide to the study of organisational behaviour. It derives from the continuing success of the larger text, *Management and Organisational Behaviour* (Financial Times Prentice Hall, ninth edition, 2010).

*Essentials of Organisational Behaviour* is suited particularly to modular or shorter units of study. The underlying theme of the book is the need for organisational effectiveness based on an understanding of organisational behaviour, the people resource and the role of management as an integrating activity.

The progressive presentation of contents will appeal to students at undergraduate level or on related professional courses; and to graduate and post-experience students who, through their course of study, wish to enhance their knowledge and understanding of the subject area. It is also hoped that the book may appeal to those aspiring to a managerial position.

### The aims of this book

The aims of this book are to:

- relate the study of organisational behaviour to that of management;
- provide an integrated view embracing both theory and practice;
- point out applications of social science within work organisations and implications for management action;
- indicate ways in which organisational performance may be improved through better understanding of human resources and the effective management of people.

*Essentials of Organisational Behaviour* concentrates on selected topics and core concepts of the behaviour and management of people in work situations which, it is hoped, will meet the needs of the intended audience. The text is organised in four main parts and 12 chapters arranged with an introduction to the organisational setting followed by a traditional progression through the individual, group and team, and organisational levels of analysis.

### The format of this book

There is a logical flow to the sequencing of topic areas and each chapter of the book is self-contained with appropriate cross-referencing to other chapters. Main sections are identified clearly within each chapter and there are detailed headings and sub-headings. This provides a flexible approach. The selection and ordering of chapters can be varied to suit the demands of your particular course of study or individual interests.

The book is written with a minimum of technical terminology and the format is clearly structured. Each chapter is supported with illustrations and contains:

- a short introduction and learning outcomes;
- critical reflections throughout the text;
- a synopsis of key points;
- review and discussion questions;
- assignment(s);
- practical example of 'Management in the News';
- case studies;
- detailed notes and references.

The comprehensive **Glossary** provides a brief description of key terms referred to in the text. Words set in colour throughout the main text indicate inclusion in the Glossary.

### The third edition

The text retains the same underlying aims and approach that have been a hallmark of previous editions.

Readers familiar with the previous edition may wish to note that for this third edition there is:

- an extensive review of the overall plan, chapter structure and order of contents;
- a redrafted Part 1 'The Organisational Setting' with new Chapters 1 and 2;
- additional and updated contents, figures and practical examples throughout;
- for every chapter there is now a set of six critical reflections throughout the text;
- a new 'Management in the news' for every chapter;
- a significant number of new end-of-chapter case studies which, in response to user comments, have been reduced in length; and
- the addition of a new integrated end-of-chapter case study for each Part of the book.

Other main changes include:

- expanded coverage and major new organisational examples of diversity (Chapter 3);
- extended coverage, with additional examples, of cultural influences on perception and communication (Chapter 4);
- a major new section on organisational behaviour modification and a new section on the 'Ultimatum Game' (Chapter 5);
- new sections on creative leadership and group development, and social identity theory (Chapter 6);
- additional coverage of leadership effectiveness (Chapter 7);
- updated 'Management Standards' (Chapter 8);
- organisation strategy moved to provide a closer link with organisation structure in a rewritten Chapter 9;
- expanded coverage of corporate responsibility and ethics in a separate Chapter 11; and
- expanded coverage of organisational change including a new section on the neuro-scientific approach to resistance to change (Chapter 12).

Attention continues to be focused on design features and overall appearance to provide a manageable, attractive, user-friendly text with enhanced clarity.

### Complementing your reading

The **review and discussion questions** at the end of each chapter help test your knowledge and understanding of the contents, and provide a basis for revision and review of progress. The **management in the news, assignments and case studies** provide opportunities to relate ideas, principles and practices to specific work situations, to think and talk about major issues, and to discuss and compare views with colleagues. The **notes and references** given at the end of each chapter are to encourage you to pursue further any issues of particular interest.

You are encouraged to complement your reading of the book by drawing upon your own experiences. Search for both good and bad examples of organisational behaviour and people management. Consider the manner in which concepts, ideas and examples presented in this book can best be applied in particular work situations. Contemporary examples from your own observations should help illustrate real-life applications and further your interest in the subject area.

I hope you find satisfaction from *Essentials of Organisational Behaviour* and the book proves suitable for your purposes.

Laurie J. Mullins

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