

Seventh Edition

ORGANIZATIONAL BEHAVIOR

CONCEPTS • CONTROVERSIES • APPLICATIONS

组织行为学

概念 • 争议 • 应用

(第七版)

Stephen P. Robbins

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出版说明

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由于原作者所处国家的经济、政治及文化背景等与我国不同,希望读者在阅读过程中注意分析和鉴别。

我们希望这套影印书的出版对促进我国经济科学的发展会有所帮助,对我国经济管理专业的教学会有所促进。

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1996 年 12 月

PREFACE

It seems just like yesterday that I began outlining what would become the first edition of this book. That "yesterday" is now 20 years ago and some 400,000 copies later! But just as companies—the late E.F. Hutton, Eastern Airlines, and Western Union come immediately to mind—can't rest on their laurels, neither can textbook authors. So I put a great deal of time and effort into the planning and execution of this seventh edition.

The following highlights the major changes between the sixth and seventh editions:

- ◆ **Topic coverage.** There are new chapters on work teams (Chapter 9) and technology and the design of work (Chapter 15). I've combined the chapters on organization structure and organization design into a single, more focused chapter. Topics new to this edition include TQM, reengineering, ESOPs, employee involvement, and organizational learning. I've also significantly rewritten and/or expanded coverage on the following topics: innovation, negotiation, coping with temporariness, and work stress.
- ◆ **Improved integration.** Globalization, ethics, diversity, and TQM are integrated throughout the text rather than isolated in stand-alone boxes. A new feature—the Rob Panco progressive case—has been added to the end of each section to help readers synthesize and integrate the content of that section and previous sections. Rob Panco was chosen to illustrate the application of OB concepts because of his ability to honestly discuss difficult issues and his diverse experience. Rob's openness provides insights into a manager's job rarely revealed in textbook cases. Additionally, the fact that Rob's experience covers diverse organizations—a university, a mega-corporation, and a small business—makes this case interesting to students interested in not-for-profit institutions and entrepreneurship as well as corporate management.
- ◆ **Increased focus on applications.** The two box themes in this edition address application of OB concepts. The "OB in the News" boxes recreate articles from business periodicals to show the relevance of OB concepts to daily business activities. The "From Concepts to Skills" boxes illustrate how readers can translate OB concepts into effective on-the-job skills. Other features in this edition that facilitate application include new chapter summaries that consider implications for management practice, "Learning About Yourself," "Working With Others," and "Ethical Dilemma" end-of-chapter exercises, and two cases per chapter (one being a video case). Consistent with the objective of making this edition more applications-focused, you'll also find that the chapter on

research methods and model building (Chapter 2 in the last edition) has been reformatted. The discussion of research methods in OB is now included as an appendix, while the discussion on developing an OB model has been abbreviated and included in Chapter 1.

Users of past editions of this text will find that the basic structure of the book and the writing style remain unchanged. The book continues to be organized around three levels of analysis: the individual, the group, and the organization system. The writing style still maintains a conversational tone, with a heavy reliance on examples to illustrate the application of concepts. And the Point-Counterpoint debates—which have been a popular feature of this text since its inception—are again included to help students build their critical-thinking skills. In this edition, four of the debates are totally new and a number have been rewritten and updated.

Finally, you'll find that the research base of this seventh edition has been completely updated. I've combed the academic journals and business periodicals published since the last edition so that I could include the latest research findings and examples from business practice.

Supplements

INSTRUCTOR'S MANUAL Includes chapter outlines and synopsis. Point-Counterpoint summary and analysis, answers to discussion questions, teaching guide for in-text exercises, teaching notes for cases, and video guide.

TEST ITEM FILE Over 2,500 test questions including Multiple Choice, True/False, Scenario based Multiple Choice, and Discussion. Answer Key includes page references and is annotated according to orientation (factual or applied) and level of difficulty (easy, moderate, or challenging). New to this edition are questions covering the boxed material, video cases, Point-Counterpoint, and the Progressive Case.

PRENTICE HALL TEST MANAGER The test item file is designed for use with The Prentice Hall Test Manager, a computerized package that allows users to custom design, save, and generate classroom tests. Available on a 3.5" IBM disc, the test manager also permits professors to edit, add or delete questions from the test item file and to export files to various word processing programs, including WordPerfect and Microsoft Word.

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THE PRENTICE HALL ORGANIZATIONAL BEHAVIOR/MANAGEMENT LASER DISC An additional collection of videos and over 2,000 stills from all of PH's Management and OB texts. Free upon adoption of Robbins: OB 7/e.

Acknowledgments

Textbooks are a team project. While my name is on the cover of this book, literally hundreds of people have contributed to this text and its previous editions.

A number of colleagues have been kind enough to review the previous edition and/or the revised manuscript and offer suggestions for improvement. This book is a whole lot better because of insights and suggestions provided by:

Professor Jeffrey Kane, University of North Carolina, Greensboro, NC
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Professor Ram Subramanian, Grand Valley State University, Allendale, MI

Regardless of how good the manuscript is that I turn in, it's only three or four floppy disks until my friends at Prentice Hall swing into action. Then PH's crack team of editors, production personnel, designers, marketing specialists, and sales representatives turn those couple of million digital characters into a bound textbook and see that it gets into faculty and students' hands. My thanks on this project go to David Shafer, Natalie Anderson, Nancy Proyect, Jim Boyd, Bill Oldsey, Edie Pullman, Jo-Ann Deluca, Steven Rigolosi, Nancy Moudry, Doris Milligan, Lisa Delgado, Pat Wosczyk, Linda Fiordilino, Belen Poltorak, and all my friends at Prentice-Hall of Canada, Prentice Hall of Australia, and Simon & Schuster Asia who have been so supportive of this book over its many editions. A special thank you is also extended to Rob Panco. Rob's openness and honesty helped to make the integrative case a truly unique addition to this book. Finally, I want to thank the good people at Apple Computer. This was the first book I've worked on using a computer. I confess that I didn't give up my typewriter voluntarily. I was *told* by Prentice Hall that all my manuscripts, beginning with this one, would have to be submitted on disk. My hopes of making it through my whole writing career without having to use a computer were crushed. PH gave me a Mac for Christmas of 1993. Surprisingly, my computer-fears were unfounded. I now understand why Macs are so popular. I've found mine to be stupid-proof. The writing flow and transitions in this book are better than in the previous editions largely due to my Mac. Keep up the good work, Apple-people!



Stephen P. Robbins

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