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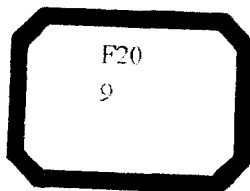
组织行为手册

(英文影印版)

THE IEBM HANDBOOK OF
ORGANIZATIONAL BEHAVIOR

阿恩特·佐尔格
马尔科姆·沃纳 主编

EDITED BY ARNDT SORGE &
MALCOLM WARNER



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序 言

人类即将进入 21 世纪,随着信息技术的高速发展和全球经济一体化的进程,知识经济已初露端倪。管理知识,作为运用各种可利用资源实现组织目标的经验的结晶,在经济发展中起着越来越重要的作用。目前,管理学科和管理实务发展的重要特点是国际化与本地化同步进行,新理论与新规则层出不穷。面对快速变化的世界,从事工商管理的企业家、管理人员、研究管理的学者、关注经济活动的政府官员及公众都迫切需要方便、快捷地掌握管理的基本理论、一般规律和运行机制,对常用的术语有一个统一的理解,以达到交流的目的。《工商管理大百科全书》就是应时代发展的要求而编纂的大型工具书,全书 500 多条目由世界各地的 500 多位知名学者在多年研究的基础上分别撰写,再经专家的编辑与努力于 1996 年出版了这套全书的英文版。全书共分 13 个领域,它们是:管理一般、管理教育、国际工商管理、企业战略、组织行为、人力资源管理、会计、财务与金融、市场营销、运筹学、制造管理与运作管理、信息管理与工商经济。在工商管理领域,这部百科全书的内容覆盖范围之广,查阅检索之方便,以及参与撰写的作者的国际性与权威性都是空前的。《组织行为手册》就是从这套百科全书中精选相关内容单独成册,全面介绍组织行为的思想和实践的各个方面。

在中国,社会主义市场经济体制的确立,为中国的管理与科学开辟了广阔的发展空间。朱镕基总理指出“管理科学,兴国之道”。这既为我国管理学科的发展明确了目标与要求,也是对从事管理工作与管理科学的同志的巨大鼓励和鞭策,体现了党和国家对管理及管理科学的高度重视。为了进一步促进我国经济的发展,管理工作应该掌握市场经济的一般规律,熟悉其运行规则,紧密结合我国实际,使我国的管理学科水平及管理水平赶超世界水平。这就要求我们应该大胆引进和借鉴世界各国先进的管理理论和方法,坚持以我为主、博采众长、融合提炼、自成一家的原则,使我国的管理水平及管理学科水平上一个新台阶。

我们出版这本书的英文影印版,旨在向我国从事管理理论和管理实务工作的广大管理人员、专家学者、教师及学生推出一本方便实用的工具书,并且期望这本原汁原味的国外管理科学工具书能提高读者的专业外语水平,有利于国际交流。

清华大学经济管理学院第一副院长 赵纯均

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Introducing Organization Behaviour

'Organization Behaviour' (OB) is the interdisciplinary body of knowledge and field of research, concerned with how formal organizations, behaviour of people within organizations, and salient features of their context and environment, evolve and take shape, why all these things happen the way they do, and what purposes they serve. OB is an integral part of different larger fields, both scholarly or academic, as well as practical. In English-speaking countries, it has above all become part of Business Administration, Management Studies or similarly named departments or courses. In many countries, it is also firmly represented in the Social Sciences or Social Studies, including their more applied subjects such as Industrial Sociology, Social Work or Administration, and in Psychology. Furthermore, it may also be present in Engineering and Technology fields.

The modern world is full of organizations: one of the first things a visitor from a different planet would notice, would be the overwhelming presence and importance of organizations. They have powerfully imprinted their logos, names, flags and other symbols onto anything from people's dress (look at Formula One racing drivers, but also ordinary people displaying the insignia of universities, colleges, manufacturers or service providers) to buildings. Visible artefacts in previous ages were more marked by symbols representing, or related to, gods, halfgods, kinship groups, past ancestors, and the rest. Have organizations become our gods? At least, many of the things we do, we do in, through, because of, by way of, on behalf of, and for the benefit of, organizations. This behaviour can happen consciously or unwittingly, for a variety of motives, stretching from ethical to utilitarian ones. Organizations may drain, rejuvenate or stunt the potential we as humans have.

Some people say that 'money makes the world go around', but there are many other driving factors. With the expansion of the

money-economy, we have also seen the proliferation of organizations. As the number of biological species on the planet shrinks, organizational types evolve and multiply. Without them, the modern world as we know it would not work. Would it work, though, without a systematic understanding of organizations, such as through OB? Admittedly, it did work without that in past time and in many places and for the purposes of a large part of the population, it still does. People can function very well in organizations, without consciously and reflectedly understanding how these work. They may quickly bring about an intuitive, experiential and inarticulate knowledge of organizational life. Smooth functioning of organizations is founded on both knowledge and ignorance. But, arguably, once a certain threshold of organizational complexity is crossed, organizations, the economy and society may only work without a well-founded understanding of organizations, at the expense of human dignity. As a consequence, the organization may suffer in say, poor morale resulting in weak performance.

OB may, therefore be constructed on three important pillars: realism, practical value and human dignity. OB is important for the rationally reproducible understanding of organizations that it may bring about, it may allow more effective, enlightened design of organizations, and its realism is necessary for the promotion of human goals in organizations. OB is not realistic, useful and linked to human dignity in all its manifestations, of course. But there is a tacit and universal understanding amongst many writers on organizations that it should be. They may thus take up challenges arising from any criticism that addresses an imbalance between these three criteria.

The present *Handbook* provides an overview of OB which, although it tries to do justice to different approaches, does not offer readily usable, or 'cookbook', knowledge. Whilst it aims at enlightened practice, it accentuates

enlightenment, in the expectation that the enlightened practitioner will be sufficiently clever to be practically innovative. The chapters in the volume were first written for the *International Encyclopedia of Business and Management*, in which they appeared in alphabetical order, mixed with other contributions from all the Business and Management disciplines. However, they were designed, written and edited, with a view to giving a systematic representation of OB, as a field that has its proper identity and a coherent internal logic. *De facto*, of course, the borders between OB and neighbouring fields, such as Accountancy, Business Strategy, General Management, Human Resources or Industrial Relations, are rather fuzzy. There is a lot of overlap and to-and-fro, of concepts, knowledge, scholars, studies, and so on. This overlap tends to be an area which both practitioners and many scholars are particularly curious about. We tried to bear it in mind, in the design of the *Handbook* and the writing of articles. But, regrettably, books have to be firmly bound and therefore bounded, even though in reality, fuzziness abounds. Whilst some may accuse OB writers of 'reification', others believe they can live with this.

The chapters that follow in this introductory part afford two sorts of entry into OB, one being more systematic in its charting of the field, whereas the other is more historical, with regard to concepts, findings and people involved. These entries differ, but they are of equal standing. They give a first overview, including signposts to the various thematic issues in different chapters that follow. The next major part of the *Handbook* is dedicated to the main approaches, theories and paradigms which, together, make up OB, as a subject marked by theoretical pluralism. Different approaches to OB compete for attention, because they more or less stretch over all the more specific subfields, providing different groundings and openings to the whole field. There are, naturally, particular affinities between subfields and specific approaches. But the ambition of every approach is to tie as many subfields as possible together. The chapter 'Organizational Paradigms' for example, explains

the major paradigms in use, and how to make sensible use of them. Then follow chapters which explain their logic and tradition.

If there is one central argument which is shared by all the on-going paradigms, it is that organizational life has to be explained by reference to things that happen outside the ambit of a specific organization and outside more properly organizational characteristics. This world is, in organization theory, mainly rubricated under the headings of 'context' and 'environment'. This focus, and how it is related to organizational life, is differently conceived by different approaches. Because it is generally accorded such an importance, it is explained, at great length, in the section of the book to follow, on **Organizing Contexts and Environments**. Depending on the subject, the chapters in this section use different combinations of distinctive paradigms.

This step prepares the ground for penetrating into the inner world of organizations, in the following section on **Specific Aspects of Organizations**. The subjects in this section are all fairly large and reasonably self-contained fields. They are, above all, concerned with properties of whole organizations or larger organized entities. Structure, leadership and so on are major properties which certainly do have very individual aspects, too, but they also apply to larger aggregates. As such, they permeate organizations across levels of aggregation.

After this first probe into the inner world, we probe even deeper into the **Organizational Microcosm**, in the section that follows. This is the zone where human individuals, with their predilections, interests, emotions, personal knowledge and relations abound; this is where groups of people and teams, in which people know each other, attract the eye, rather than the overtly more anonymous and depersonalized systems of human action in the previous section. This is also where individuals wrangle for power, experience personal satisfaction, motivation or despair, in short, this is the flesh of the body organizational, whereas the previous sections, metaphorically speaking, dealt with its bones, nerves and senses. Note, though, that the flesh is shot through with fine sensory organs, and many sensory

organs tend to be fairly fleshy. The microcosm of organizational life, in that way, reveals the constitution of larger structural properties, just as larger structural properties imply events and processes in the microcosm. OB literature is at its most interesting where it relates the microcosm to the larger structural properties.

Therefore, once we have driven our probe right into the microcosm, into ever greater depths, it is important not to lose touch with the layers we went through on the way. As we explore organizations, we learn how to go to-and-fro, between different approaches and between different layers in the organization, its contexts and environments. As we learn to do that, we prepare ourselves for dealing with the most problematic subjects in the whole field, those of **Success, Change and Evolution**. Because they are the trickiest, they are covered in the penultimate section of the book. This part reveals the aspect of the body organizational where you feel the heart-beat vigorously, change rhythm or even fail. This aspect has both more positive and negative sides, it has success and failure, it shows how close health and chronic illness are to each other, and how hard it is to tell the difference and to bring change about.

In the last section of the *Handbook*, we have included a set of biographies of management thinkers who have made a lasting contribution to OB or its most closely related

disciplines. Some of these made their mark in the past; some are still contributing. These profiles illustrate how practice has influenced thinking and vice-versa.

This tome is not one full of facile concepts and cases for the organizational novice, a book that flows over with optimism, certainty and promise. It is, instead, keen on details, scruples and sobriety. It is a book to accompany the reader on the long and winding road to intellectual maturity and practical sophistication. Long and winding roads require patience and deft manoeuvres. Successive chapters in the present book do not have to be read one after the other. After having read this introductory section, plus maybe one of the general textbooks indicated, you should be able to start in any of the sections and chapters to follow, depending on your own interests and previous knowledge and experience. Then you may follow-up the relevant parts of the literature under **Further Reading**.

We wish lastly to thank everyone who offered advice and encouragement throughout the development of the *IEBM* project. We would especially like to thank the authors, advisers and in-house publishing team who helped create this title.

*Arndt Sorge and Malcolm Warner,
August 1997*

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