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清华管理学系列英文版教材

# 组 织 行 为 学

基 本 原 则

(美) Joseph E. Champoux 著

第 2 版

Organizational Behavior  
Essential Tenets  
Second Edition



清华大学出版社

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北 京

Joseph E. Champoux

**Organizational Behavior: Essential Tenets, 2/e**

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# 出版说明

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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的管理经验和掌握经济理论的前沿动态,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。在选书的过程中,我们得到了很多专家、学者的支持、帮助和鼓励,在此表示谢意!清华管理学系列英文版教材由清华大学经济管理学院和北京大学经济学院马力、毛波、王雪莉、刘丽文、郎立君、钱小军、姜彦福、蔚林巍、刘新立、吴志明等老师审阅,在此一并致谢!

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。

欢迎广大读者给我们提出宝贵的意见和建议;同时也欢迎有关的专业人士向我们推荐您所接触到的国外优秀图书。

清华大学出版社经管事业部

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# 总序

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中国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。正如朱镕基总理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营学院。”作为达到世界一流的一个重要基础, 朱镕基总理多次建议清华的 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 and 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来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。

赵纯钧 教授

清华大学经济管理学院院长  
全国工商管理硕士教育指导委员会副主任

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## **DEDICATION**

To Linda, my international dog show companion. Je t'aime.

**O**rganizational Behavior: Essential Tenets concisely presents essential theories about organizational behavior and concepts for managing in the twenty-first century. This book is a product of almost 30 years of teaching organizational behavior at the undergraduate, graduate, and executive levels. The goal of this book is to show the power of organizational behavior theories and concepts and to help people understand their behavior and the behavior of others in an organization.

This book helps the reader to quickly comprehend essential organizational behavior theories and concepts. Although it is firmly grounded in behavioral science theory and research, it is not a compendium of research findings. I have carefully selected topics and built them into frameworks that are useful for explaining, analyzing, and diagnosing organizational processes.

*Organizational Behavior* includes topics that apply to issues or problems that people face in organizations and topics that are essential background for the discussions that follow (perception, attitudes, and personality, for example). Each chapter develops its content and shows the reader its application through references to the opening episode and other examples.

I designed this book for upper-division undergraduate courses and introductory graduate courses in organizational behavior. It is also appropriate for internal training programs in corporations and government. The descriptions of behavioral science theory and research will help both nonmanagers and managers. For nonmanagers, the book offers insights into personal behavior and the behavior of others, which should help a person perform effectively in an organization. For readers who are managers or will become managers, *Organizational Behavior* offers insight into managerial situations. The discussion of motivation, for example, explains both what motivates a person to behave in certain ways and how managers can affect the behavior of people by using guidelines from motivation theory.

The book combines macro and micro perspectives, because I believe the combined perspectives are essential to understanding organizations and their management. Treating behavioral processes with little reference to organizational design assumes that people behave independently of the organized



forms within which they behave. This book describes the relationships between aspects of organizational design and the specific behavioral process under discussion.

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## NEW TO THE SECOND EDITION

- All chapters fully updated with current research results.
- *At the Movies*, an inset box feature, describes films with particular scenes that provide rich and intriguing contexts for related concepts discussed in the chapter.
- Enhanced content in many chapters, based on user suggestions.
- Chapter 10, "Groups and Intergroup Processes," has new coverage of electronic groups and expanded treatment of self-managing teams.
- Chapter 19, "Future Directions of Organizations and Management," is completely updated with the latest information available. It also has expanded treatment in the international part of the chapter.
- New and updated *opening episodes* give a lively opening to each chapter.
- More *Review and Discussion Questions* to enhance class discussion.

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## DISTINCTIVE FEATURES

*Organizational Behavior* has many distinctive features. The *organization of the book* is based on five parts. The first part has four chapters, which describe the context of modern organizational behavior and management. The next three parts follow the widely accepted individual, group, and organizational perspectives. The last part looks at organizational design, organizational change, and the future.

*Opening episodes*, drawn from press accounts of people, management, and organizations, quickly set a realistic tone for each chapter. The opening episodes are real events addressed in the introductory paragraph of each chapter. Chapter 14, "Decision-Making and Problem-Solving Processes," for example, describes the crisis decision making by the flight crew on Swiss Air Flight 111, which crashed off the coast of Nova Scotia on September 2, 1998. In this single episode, because of the incredible scrutiny that takes place in the aftermath of any airline crash, students benefit from the pieced-together knowledge of the pilot's decisions made inside the cockpit.

I have built an *integrated perspective* of organizations by linking related theories and concepts, both within chapters and in the sequencing of chapters. Discussions also show how the theories and concepts apply to individuals, groups, and organizational processes. The result is a set of useful insights about organizational behavior and management that will serve people well in their careers.

*At the Movies* is a boxed feature that briefly describes a film with scenes that highlight selected concepts discussed in the chapter. Viewing the entire film or just the suggested scenes gives students powerful visual anchors that make organizational behavior concepts truly accessible. Students are encouraged to make notes about what they see, guided by the questions provided.

Detailed observations are provided in the Instructor's Manual or within Web-Tutor™—an online learning tool described later.

An *international aspects* section in each chapter describes the cross-cultural aspects of the chapter's content and examines the special international issues it raises. For example, this section in Chapter 16, "Stress in Organizations," describes the stressors that expatriates and repatriates experience during their international transitions.

An *ethical issues* section in each chapter addresses the ethical issues raised by the chapter's topics. Analyses in these sections build upon the ethical theory background presented in Chapter 3, "Ethics and Behavior in Organizations." They also deal with cross-cultural ethical issues as appropriate. This section in Chapter 6, "Organizational Socialization," closely examines the ethical issues surrounding an organization's socialization efforts, especially deliberate efforts to shape a person's behavior.

The *references and notes* section at the end of each chapter has all citations and some explanatory notes. Readers can view this section as a rich resource for library research about a topic, especially for a course paper or term project. The citations often have more detailed discussion of topics than the text.

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## ORGANIZATION OF THE BOOK

Part I has four chapters that outline the context of modern organizations. The introductory chapter outlines the book's goals and how it presents material. It describes organizations, the roles they play in our lives, and how theories and concepts offer different perspectives on organizations. The opening chapter develops functional analysis because it is used throughout the book as an analytical tool. An "Historical Foundations" section looks at the major predecessors of modern thinking.

Chapter 2, "The Context of Modern Organizations (Diversity, Quality, Technology, International)," discusses several issues that form the context of managing in the twenty-first century: workforce diversity, quality management, technology, and international issues. The first two topics receive detailed treatment, providing a full understanding of the issues. Other chapters weave in these issues as appropriate. I treat emerging and predicted future technologies in a separate section. This part examines the behavioral and management issues of modern technology. The international section offers a useful framework for thinking about cross-cultural aspects of organizational behavior.

Chapter 3, "Ethics and Behavior in Organizations," provides detailed treatment of ethics and behavior in organizations. Several ethicists reviewed this chapter for accuracy. This chapter comes early in the book (1) to emphasize the importance of ethics and behavior in organizations and (2) to point the reader squarely at the issue of building an ethical culture in an organization. Each chapter after Chapter 3 has a separate section that discusses the ethical implications of the chapter's topics. Those sections apply many ideas developed in Chapter 3.

Chapter 4, "Organizational Culture," describes organizational culture. Part I includes this discussion because of its intimate connection with the issues

described in Chapter 2, the emphasis on ethical values in Chapter 3, and the strong context it presents for behavior in organizations. The chapter describes the major elements of organizational culture, and how managers create, maintain, and change organizational cultures.

Part II focuses on individual processes in organizations. Chapter 5, "Perception, Attitudes, and Personality," gives a basic background used in later chapters. It includes a discussion of attribution processes, attitude formation and change, and personality development. The discussion of personality development includes the potentially controversial views of the biological bases of personality.

Chapter 6, "Organizational Socialization," describes organizational socialization processes and is closely linked to the earlier chapter on organizational culture. This chapter's purpose is to inform the reader of what to expect when first considering an organization from an employee's perspective and the dynamics of the socialization process over time. The chapter also describes some limited aspects of careers because different aspects of socialization are experienced as one's career unfolds.

Chapter 7, "Motivation: Need Theories," Chapter 8, "Motivation: Cognitive and Behavioral Theories and Techniques," and Chapter 9, "Intrinsic Rewards and Job Design," develop material dealing with motivation, rewards, and job design. These chapters let a reader do an analysis and diagnosis of motivational problems. The chapters describe need theories, cognitive and behavioral theories, and job design theory.

Part III presents material dealing with various aspects of group and interpersonal processes in organizations. Chapter 10, "Groups and Intergroup Processes," the first chapter of this part, describes groups and intergroup processes in organizations. The chapter focuses on the role of informal groups in organizations, their functions and dysfunctions, why cohesive groups form, and the stages of group development.

Chapter 11, "Conflict in Organizations," describes conflict in organizations and conflict management. Conflict management includes both reducing and increasing conflict. This chapter includes some discussion of the role of groups in conflict.

Chapter 12, "Leadership and Management," describes various approaches to leadership research and outlines the conclusions drawn from that research. The chapter discusses current thinking about trait, behavioral, and contingency approaches to leadership, followed by descriptions of some alternative leadership views. One view is the leadership mystique; another is transformational leadership. The chapter contrasts leadership and management and shows the difference between the two concepts.

Part IV has four chapters focusing on several organization processes: communication, decision making, power, political behavior, and stress. Chapter 13, "Communication Processes," discusses communication processes in organizations. The chapter first presents a model of the basic communication process. It describes verbal and nonverbal communication, active listening, ways of improving communication effectiveness, and communication networks. A distinctive feature of this chapter is a discussion of technology's effects on communication and how technology will change people's interactions.

Chapter 14, "Decision-Making and Problem-Solving Processes," begins with a discussion of decision-making processes in organizations. The chapter then moves to a discussion of different decision-making models. It contrasts individual and group decision making, the advantages and disadvantages of each, and the Vroom-Yetton decision process model.

Chapter 15, "Power and Political Behavior," discusses both power and organizational politics. The concept of power and its many facets and bases is fully developed. The chapter then moves to ways of building power and power attributions. The chapter includes a discussion of political strategies, political tactics, and how to do a political diagnosis. It also examines the dark side of organizational politics—deception, lying, and intimidation.

Chapter 16, "Stress in Organizations," covers types of stressors, incremental and cumulative effects of stress, and ways of managing stress. Descriptions of the various nonwork sources of stress and how these stressors interact with work stressors are unusual features of this chapter. Other sections describe stress-diagnosis and stress-management strategies.

Part V has three chapters that examine organizational design, organizational change, and the future. Chapter 17, "Organizational Design," describes the contingency factors of organizational design (environment, technology, strategy, and size). It follows with a discussion of the configuration view of organizational design that includes two configuration typologies (1) mechanistic and organic organizations and (2) the four-part typology of defender, prospector, analyzer, and reactor. The chapter then discusses several alternative organizational forms (functional, division, hybrid, and matrix). The chapter also includes descriptions of some evolving forms of organizational design: self-managing teams, a process view of organizational design, and the virtual organization.

Chapter 18, "Organizational Change and Development," discusses why organizations must change, how managers cause planned change, and resistance to change. It includes a discussion of several organizational development interventions.

Chapter 19, "Future Directions of Organizations and Management," ends the book by discussing how organizations and management might operate in the future. It draws heavily on current business press discussions about management in the 2000s. Topics include new thinking about making the United States a world-class manufacturing country, increased multinational business and management activities, increased emphasis on using groups and teams in organizations, and major technological changes.

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## **SUPPLEMENTS**

### ***Instructors' Manual (ISBN 0-324-11490-7)***

I have prepared an Instructor's Manual to accompany the text. Special features of the Instructor's Manual are as follows:

- *Chapter outlines.* Three- and four-level detailed chapter outlines.
- *Teaching tips.* Descriptions of how to use the chapter material for teaching college students, for corporate training, and for government training.

- *Personal and management implications.* Discussion of the implications of chapter material for individuals and managers.
- *At the Movies.* Analysis of the film chosen for each chapter.
- *Answers to review and discussion questions.* Detailed answers to all discussion questions, including ways to probe and direct class discussion.
- *Additional chapter material.* These materials are theories and concepts that space did not allow to be included in this book.
- *Recommended cases and exercises.* A list of cases and exercises that best show the theories and concepts in each chapter.
- *Recommended film scenes.* A list of film scenes that show a chapter's theories and concepts in action.
- *Instructional television applications.* Observations on ways to make the chapter material effective when teaching by television.

### **Test Bank (ISBN 0-324-11492-3)**

The test bank for each chapter includes multiple-choice questions, true-false questions, and completion questions. A computerized version of the test bank is also available upon request. Examview®Pro (ISBN 0-324-11493-1), an easy-to-use test-generating program, lets instructors quickly create printed tests, Internet tests, and online (LAN-based) tests. Instructors can enter their own questions, using the software provided, and customize the appearance of their tests. The QuickTest wizard lets test generators use an existing bank of questions to create a test in minutes, using a step-by-step program.

### **PowerPoint® Slides**

A complete set of PowerPoint® slides supports each chapter. Almost 1,400 slides support the book and act as a guide to chapter content. The slides include many chapter figures, additional figures, and text slides. The slides are available from this book's Web site.

### **Web Site**

A rich web site at <http://champoux.swcollege.com> complements this textbook, offering many extras for students and instructors.

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## **WEBTUTOR™ ONLINE LEARNING TOOL**

WebTutor™ is your guide to studying and developing a better understanding of what you are learning from this textbook. South-Western/Thomson Learning designed this Web-based tool to complement *Organizational Behavior*.

WebTutor™ is a content-rich, web-based teaching and learning aid that reinforces and clarifies complex concepts. You have access to summary materials to complement the text chapters, outlines, flashcards, a glossary of terms, quizzes, and more. You also can easily download the PowerPoint® slides for each chapter. WebTutor™ has rich communication tools including a course cal-

endar, chat rooms, bulletin board, and E-mail. You can visit WebTutor as often as you like to quiz yourself and review. Visit <http://webtutor.swcollege.com> for more information, including a demonstration.

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## **FILM-BASED STUDENT WORKBOOK (ISBN 0-324-04856-4)**

*Organizational Behavior: Using Film to Visualize Principles and Practices* is a student workbook that complements this text. It includes film and scene descriptions from eighty films. Scene position information is included to let you easily locate a scene on a videotape. Each workbook chapter aligns with chapters or parts of chapters of this text. The film workbook chapters list the concepts and theories you are likely to see in a specific scene. Viewing the film scenes after reading a chapter will help you visualize and reinforce the concepts. You can see this book and its contents at <http://champoux.swcollege.com>.

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## **AVOIDING SEXIST LANGUAGE**

I am sensitive to the need to avoid sexist language, particularly in a textbook. I chose to use a single gender throughout a chapter but alternate female and male gender from one chapter to another. My daughter Nicole chose the male gender for Chapter 1 based on a coin flip. All even-numbered chapters use the female gender; all odd-numbered chapters use the male gender.

---

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## FEEDBACK AND CONTINUOUS IMPROVEMENT

I ask all users of this book to give me feedback about any aspect of its content and design. I want to continuously improve the book and need your help to do that. Please send your comments and observations to me at The Robert O. Anderson Schools of Management, The University of New Mexico, Albuquerque, New Mexico 87131, USA. You also can contact me at 505.856.6253 or send E-mail to [champoux@unm.edu](mailto:champoux@unm.edu).

Joseph E. Champoux  
Albuquerque, New Mexico, USA

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