

清华 MBA 核心课程英文版教材

Pearson

# 组织行为学

Organizational Behavior Fifteenth Edition

[美] 斯蒂芬·P. 罗宾斯 (Stephen P. Robbins) 著  
蒂莫西·A. 贾奇 (Timothy A. Judge)

第15版

清华大学出版社





本书是由美国著名管理学家斯蒂芬·P. 罗宾斯教授所撰写的经典教材，系统地覆盖了组织行为学领域的主要内容，从个体行为、群体行为和组织系统等角度论述了管理中的人的行为问题，囊括了组织行为学研究的最新理论成果和实践经验总结。全书框架结构合理，体裁新颖，语言生动，在介绍理论的同时配合以最新的案例，激发读者的兴趣。作者在每一章中都设计了“是神话还是科学”“国际组织行为学”等专栏帮助读者理解概念和理论，还独具匠心地设计了对一个问题从正反两方面进行辩论的专栏。章后附有大量练习和案例，帮助读者深入掌握所学内容。

本书是一本不可多得的优秀教材，不仅适合工商管理专业的学生，也适合广大的管理工作者。

For sale and distribution in the People's Republic of China exclusively (except Taiwan, Hong Kong SAR and Macao SAR).

仅限于中华人民共和国境内（不包括中国香港、澳门特别行政区和中国台湾地区）销售发行。

清华  
经管

Pearson

# 组织行为学

清华MBA核心课程英文版教材

第15版



清华 MBA 核心课程英文版教材

# 组织行为学

Organizational Behavior

Fifteenth Edition

[美] 斯蒂芬·P. 罗宾斯 (Stephen P. Robbins) 著  
蒂莫西·A. 贾奇 (Timothy A. Judge)

第15版

清华大学出版社

北 京



北京市版权局著作权合同登记号 图字：01-2016-6944

Original edition, entitled **ORGANIZATIONAL BEHAVIOR**, 15th edition, 9780132834872 by **STEPHEN P. ROBBINS and TIMOTHY A. JUDGE**, published by Pearson Education Limited, copyright © Prentice Hall 2013.

All Rights Reserved. No part of this book may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording or by any information storage retrieval system, without permission from Pearson Education, Inc.

China edition published by **PEARSON EDUCATION ASIA LTD.**, and Tsinghua University Press. Copyright © 2017.

This edition is manufactured in the People's Republic of China, and is authorized for sale only in the People's Republic of China excluding Hong Kong, Macao and Taiwan.

**For sale and distribution in the People's Republic of China exclusively (except Taiwan, Hong Kong SAR and Macao SAR).**

**仅限于中华人民共和国境内(不包括中国香港、澳门特别行政区和中国台湾地区)销售发行。**

本书封面贴有 Pearson Education(培生教育出版集团)激光防伪标签,无标签者不得销售。

版权所有,侵权必究。侵权举报电话:010-62782989 13701121933

#### 图书在版编目(CIP)数据

组织行为学:第15版=Organizational Behavior, 15:英文/(美)斯蒂芬·P.罗宾斯(Stephen P. Robbins), (美)蒂莫西·A.贾奇(Timothy A. Judge)著. —北京:清华大学出版社,2017

(清华MBA核心课程英文版教材)

ISBN 978-7-302-46556-0

I. ①组… II. ①斯… ②蒂… III. ①组织行为学—研究生—教材—英文 IV. ①C936

中国版本图书馆CIP数据核字(2017)第030109号

责任编辑:江 娅

封面设计:常雪影

责任印制:沈 露

出版发行:清华大学出版社

网 址: <http://www.tup.com.cn>, <http://www.wqbook.com>

地 址:北京清华大学学研大厦A座

邮 编:100084

社总机:010-62770175

邮 购:010-62786544

投稿与读者服务:010-62776969, [c-service@tup.tsinghua.edu.cn](mailto:c-service@tup.tsinghua.edu.cn)

质量反馈:010-62772015, [zhiliang@tup.tsinghua.edu.cn](mailto:zhiliang@tup.tsinghua.edu.cn)

印装者:北京密云胶印厂

经 销:全国新华书店

开 本:203mm×260mm

印 张:45

版 次:2017年3月第1版

印 次:2017年3月第1次印刷

印 数:1~4000

定 价:75.00元

产品编号:070509-01

# 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。

欢迎广大读者给我们提出宝贵的意见和建议，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

2017.1



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。无论是无远弗届的互联网，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

# 简 明 目 录

序言	22
<b>第1部分 导论</b>	
第1章 什么是组织行为学	37
<b>第2部分 个体</b>	
第2章 组织中的多元化	73
第3章 态度和工作满意度	103
第4章 情绪与心态	131
第5章 个性与价值观	165
第6章 知觉与个体决策	199
第7章 基本激励概念	235
第8章 激励：从概念到应用	273
<b>第3部分 群体</b>	
第9章 群体行为的基础	305
第10章 理解工作团队	341
第11章 沟通	369
第12章 领导	401
第13章 权力与政治	445
第14章 冲突与谈判	479
第15章 组织结构的基础	513
<b>第4部分 组织系统</b>	
第16章 组织文化	545
第17章 人力资源政策和实践	577
第18章 组织变革与压力管理	611
附录 组织行为学研究	650
综合案例	657

# Brief Contents

**Preface** 22

## 1

### **Introduction**

1 *What Is Organizational Behavior?* 37

## 2

### **The Individual**

2 *Diversity in Organizations* 73

3 *Attitudes and Job Satisfaction* 103

4 *Emotions and Moods* 131

5 *Personality and Values* 165

6 *Perception and Individual Decision Making* 199

7 *Motivation Concepts* 235

8 *Motivation: From Concepts to Applications* 273

## 3

### **The Group**

9 *Foundations of Group Behavior* 305

10 *Understanding Work Teams* 341

11 *Communication* 369

12 *Leadership* 401

13 *Power and Politics* 445

14 *Conflict and Negotiation* 479

15 *Foundations of Organization Structure* 513

## 4

### **The Organization System**

16 *Organizational Culture* 545

17 *Human Resource Policies and Practices* 577

18 *Organizational Change and Stress Management* 611

**Appendix A Research in Organizational Behavior** 650

**Comprehensive Cases** 657

**Indexes** 671

**Glinde** 697



# Contents

Preface 22

## 1 Introduction

### 1 *What Is Organizational Behavior?* 37

**The Importance of Interpersonal Skills 38**

**What Managers Do 39**

Management Functions 40 • Management Roles 40 • Management Skills 42 • Effective versus Successful Managerial Activities 42 • A Review of the Manager's Job 43

**Enter Organizational Behavior 44**

**Complementing Intuition with Systematic Study 45**

**Disciplines That Contribute to the OB Field 47**

Psychology 48 • Social Psychology 48 • Sociology 48 • Anthropology 48

**There Are Few Absolutes in OB 48**

**Challenges and Opportunities for OB 49**

Responding to Economic Pressures 49 • Responding to Globalization 50 • Managing Workforce Diversity 52 • Improving Customer Service 52 • Improving People Skills 53 • Stimulating Innovation and Change 54 • Coping with "Temporariness" 54 • Working in Networked Organizations 54 • Helping Employees Balance Work-Life Conflicts 55 • Creating a Positive Work Environment 56 • Improving Ethical Behavior 56

**Coming Attractions: Developing an OB Model 57**

An Overview 57 • Inputs 58 • Processes 59 • Outcomes 59

**Summary and Implications for Managers 64**



**Self-Assessment Library** How Much Do I Know About Organizational Behavior? 38  
**Myth or Science?** "Most Acts of Workplace Bullying Are Men Attacking Women" 46

**An Ethical Choice** Can You Learn from Failure? 58

**gLOBalization!** Does National Culture Affect Organizational Practices? 64

**Point/Counterpoint** Lost in Translation? 65

**Questions for Review 66**

**Experiential Exercise** Workforce Diversity 66

**Ethical Dilemma** Jekyll and Hyde 67

**Case Incident 1** "Lessons for 'Undercover' Bosses" 68

**Case Incident 2** Era of the Disposable Worker? 69

## 2 The Individual

### 2 *Diversity in Organizations* 73

#### **Diversity 74**

Demographic Characteristics of the U.S. Workforce 75 • Levels of Diversity 76 • Discrimination 76

#### **Biographical Characteristics 78**

Age 78 • Sex 80 • Race and Ethnicity 82 • Disability 82 • Other Biographical Characteristics: Tenure, Religion, Sexual Orientation, and Gender Identity 84

#### **Ability 86**

Intellectual Abilities 86 • Physical Abilities 89 • The Role of Disabilities 90

#### **Implementing Diversity Management Strategies 90**

Attracting, Selecting, Developing, and Retaining Diverse Employees 90 • Diversity in Groups 92 • Effective Diversity Programs 92

#### **Summary and Implications for Managers 94**



**Self-Assessment Library** What's My Attitude Toward Older People? 74  
Myth or Science? "Dual-Career Couples Divorce Less" 81

**An Ethical Choice** Religious Tattoos 85

**gLOBALization!** Images of Diversity from Around the Globe 88

**Point/Counterpoint** Men Have More Mathematical Ability Than Women 95

#### **Questions for Review 96**

**Experiential Exercise** Feeling Excluded 96

**Ethical Dilemma** Board Quotas 96

**Case Incident 1** The Flynn Effect 97

**Case Incident 2** Diversity at Work: Nestlé Malaysia 98

### 3 *Attitudes and Job Satisfaction* 103

#### **Attitudes 104**

What Are the Main Components of Attitudes? 104 • Does Behavior Always Follow from Attitudes? 106 • What Are the Major Job Attitudes? 107

#### **Job Satisfaction 112**

Measuring Job Satisfaction 113 • How Satisfied Are People in Their Jobs? 114 • What Causes Job Satisfaction? 115 • The Impact of Satisfied and Dissatisfied Employees on the Workplace 118

#### **Summary and Implications for Managers 122**



**Self-Assessment Library** How Satisfied Am I with My Job? 104



**An Ethical Choice** Do Employers Owe Workers More Satisfying Jobs? 108

**gLOBalization!** Culture and Work–Life Balance 110

**Self-Assessment Library** Am I Engaged? 112

**Myth or Science?** “Favorable Job Attitudes Make Organizations More Profitable” 117

**Point/Counterpoint** Employer–Employee Loyalty Is an Outdated Concept 121

**Questions for Review** 122

**Experiential Exercise** What Factors Are Most Important to Your Job Satisfaction? 123

**Ethical Dilemma** Bounty Hunters 123

**Case Incident 1** Long Hours, Hundreds of E-Mails, and No Sleep:  
Does This Sound Like a Satisfying Job? 124

**Case Incident 2** Crafting a Better Job 125

## 4 *Emotions and Moods* 131

**What Are Emotions and Moods?** 132

The Basic Emotions 134 • The Basic Moods: Positive and Negative Affect 134  
• The Function of Emotions 136 • Sources of Emotions and Moods 137

**Emotional Labor** 142

**Affective Events Theory** 144

**Emotional Intelligence** 146

The Case for EI 147 • The Case Against EI 148 • Emotion Regulation 149

**OB Applications of Emotions and Moods** 149

Selection 150 • Decision Making 150 • Creativity 150 • Motivation 151  
• Leadership 151 • Negotiation 151 • Customer Service 152 • Job  
Attitudes 153 • Deviant Workplace Behaviors 153 • Safety and Injury  
at Work 153 • How Managers Can Influence Moods 154

**Summary and Implications for Managers** 132



**Self-Assessment Library** How Are You Feeling Right Now? 132

**Self-Assessment Library** What's My Affect Intensity? 138

**Myth or Science?** We Are Better Judges of When Others Are Happy Than When  
They Are Sad 141

**gLOBalization!** Should You Expect “Service with a Smile” All Around the World? 142



**Self-Assessment Library** What's My Emotional Intelligence Score? 149

**An Ethical Choice** Schadenfreude 154

**Point/Counterpoint** Sometimes Blowing Your Top Is a Good Thing 156

**Questions for Review** 155

**Experiential Exercise** Who Can Catch a Liar? 157

**Ethical Dilemma** Happiness Coaches for Employees 157

**Case Incident 1** Is It Okay to Cry at Work? 158

**Case Incident 2** Can You Read Emotions from Faces? 158

## 5 *Personality and Values* 165

**Personality** 167

What Is Personality? 167 • The Myers-Briggs Type Indicator 169 • The Big  
Five Personality Model 170 • Other Personality Traits Relevant to OB 173



**Values 178**

The Importance of Values 178 • Terminal versus Instrumental Values 178 • Generational Values 179

**Linking an Individual's Personality and Values to the Workplace 182**

Person–Job Fit 182 • Person–Organization Fit 184

**International Values 184****Summary and Implications for Managers 188**

**Self-Assessment Library** Am I a Narcissist? 166

**Myth or Science?** Personality Predicts the Performance of Entrepreneurs 176

**gLOBalization!** The Right Personality for a Global Workplace 177

**An Ethical Choice** Should You Try to Change Someone's Personality? 181

**Point/Counterpoint** Millennials Are More Narcissistic 189

**Questions for Review 190**

**Experiential Exercise** What Organizational Culture Do You Prefer? 190

**Ethical Dilemma** Personal Values and Ethics in the Workplace 190

**Case Incident 1** Is There a Price for Being Too Nice? 191

**Case Incident 2** Personal Space 192

## 6 *Perception and Individual Decision Making* 199

**What Is Perception? 200**

Factors That Influence Perception 201

**Person Perception: Making Judgments About Others 202**

Attribution Theory 202 • Common Shortcuts in Judging Others 204 • Specific Applications of Shortcuts in Organizations 207

**The Link Between Perception and Individual Decision Making 208****Decision Making in Organizations 209**

The Rational Model, Bounded Rationality, and Intuition 209 • Common Biases and Errors in Decision Making 211

**Influences on Decision Making: Individual Differences and Organizational Constraints 218**

Individual Differences 218 • Organizational Constraints 220

**What About Ethics in Decision Making? 221**

Three Ethical Decision Criteria 221 • Improving Creativity in Decision Making 222

**Summary and Implications for Managers 224**

**Self-Assessment Library** What Are My Gender Role Perceptions? 200

**gLOBalization!** Chinese Time, North American Time 205

**Myth or Science?** Creative Decision Making Is a Right-Brain Activity 215



**Self-Assessment Library** Am I A Deliberate Decision Maker? 217

**An Ethical Choice** Whose Ethical Standards to Follow? 219



**Self-Assessment Library** How Creative Am I? 224

**Point/Counterpoint** Checklists Lead to Better Decisions 225

- Questions for Review** 226  
**Experiential Exercise** Biases in Decision Making 227  
**Ethical Dilemma** Max's Burger: The Dollar Value of Ethics 227  
**Case Incident 1** Decision-Making Processes at Steel Inc. 228  
**Case Incident 2** Career Promotion at Emox: Rationalizing under Uncertainty 229

## 7 *Motivation Concepts* 235

### **Defining Motivation** 236

### **Early Theories of Motivation** 237

Hierarchy of Needs Theory 237 • Theory X and Theory Y 239 • Two-Factor Theory 239 • McClelland's Theory of Needs 241

### **Contemporary Theories of Motivation** 242

Self-Determination Theory 242 • Job Engagement 245 • Goal-Setting Theory 246 • Self-Efficacy Theory 249 • Reinforcement Theory 252 • Equity Theory/Organizational Justice 253 • Expectancy Theory 258

### **Integrating Contemporary Theories of Motivation** 260

### **Summary and Implications for Managers** 262



**Self-Assessment Library** How Confident Am I in My Abilities to Succeed? 236

**Myth or Science?** "The Support of Others Improves Our Chances of Accomplishing Our Goals" 238

**An Ethical Choice** Motivated to Behave Unethically 243

**gLOBalization!** Autonomy Needs Around the Globe 244



**Self-Assessment Library** What Are My Course Performance Goals? 248

**Point/Counterpoint** Fear Is a Powerful Motivator 263

### **Questions for Review** 264

**Experiential Exercise** Goal-Setting Task 264

**Ethical Dilemma** The Big Easy? 264

**Case Incident 1** Motivation in the Hong Kong Police Force 265

**Case Incident 2** Bullying Bosses 265

## 8 *Motivation: From Concepts to Applications* 273

### **Motivating by Job Design: The Job Characteristics Model** 274

The Job Characteristics Model 274 • How Can Jobs Be Redesigned? 276 • Alternative Work Arrangements 279 • The Social and Physical Context of Work 283

### **Employee Involvement** 284

Examples of Employee Involvement Programs 285 • Linking Employee Involvement Programs and Motivation Theories 286

### **Using Rewards to Motivate Employees** 286

What to Pay: Establishing a Pay Structure 286 • How to Pay: Rewarding Individual Employees Through Variable-Pay Programs 287 • Flexible

Benefits: Developing a Benefits Package 291 • Intrinsic Rewards: Employee Recognition Programs 293

### Summary and Implications for Managers 295



**Self-Assessment Library** What's My Job's Motivating Potential? 274

**Myth or Science?** "CEO Pay Can't Be Measured" 277

**An Ethical Choice** Identifying Conflicts of Interest 292

**gLOBalization!** Motivated by Individual Goals or Relational Goals? 294

**Point/Counterpoint** "If Money Doesn't Make You Happy, You Aren't Spending It Right" 296

### Questions for Review 297

**Experiential Exercise** Assessing Employee Motivation and Satisfaction Using the Job Characteristics Model 297

**Ethical Dilemma** Spitting Mad 298

**Case Incident 1** Multitasking: A Good Use of Your Time? 298

**Case Incident 2** Bonuses Can Backfire 299

## 3

## The Group

## 9

## Foundations of Group Behavior 305

### Defining and Classifying Groups 306

Why Do People Form Groups? 306

### Stages of Group Development 308

The Five-Stage Model 309 • An Alternative Model for Temporary Groups with Deadlines 310

### Group Properties: Roles, Norms, Status, Size, Cohesiveness, and Diversity 311

Group Property 1: Roles 311 • Group Property 2: Norms 314 • Group Property 3: Status 319 • Group Property 4: Size 320 • Group Property 5: Cohesiveness 322 • Group Property 6: Diversity 322

### Group Decision Making 324

Groups versus the Individual 324 • Groupthink and Groupshift 326 • Group Decision-Making Techniques 329

### Summary and Implications for Managers 330



**Self-Assessment Library** Do I Have a Negative Attitude Toward Working in Groups? 306

**Self-Assessment Library** Do I Trust Others? 314

**gLOBalization!** Forming International Teams in a Virtual World 325

**Myth or Science?** "Asians Have Less Ingroup Bias Than Americans" 326

**An Ethical Choice** Should You Use Group Peer Pressure? 328

**Point/Counterpoint** Affinity Groups Fuel Business Success 332

### Questions for Review 331

**Experiential Exercise** Wilderness Survival 333

**Ethical Dilemma** Is Social Loafing Shirking? 334

**Case Incident 1** Third Circle Asset Management 334

**Case Incident 2** Herd Behavior and the Housing Bubble (and Collapse) 335