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BUSINESS ADMINISTRATION CLASSICS

组织行为学精要

英文版·第11版　全球版

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

ESSENTIALS OF ORGANIZATIONAL BEHAVIOR

Eleventh Edition

中国人民大学出版社

全新版

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斯蒂芬·罗宾斯
蒂莫西·贾奇 著

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总　序

随着我国加入WTO，越来越多的国内企业参与到国际竞争中来，用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考，如何顺应这一发展潮流，推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上，双语教学在我国教育界已经不是一个陌生的词汇了，以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看，双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今，依然是有人赞成有人反对，但不论是赞成居多还是反对占上，双语教学的规模和影响都在原有的基础上不断扩大，且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验，不断加以改进；一些待进入者也在模仿中学习，并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言（包括英语）的环境，开展双语教学面临特殊的困难，因此，选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为，双语教学从一开始就应该使用原版的各类学科的教材，而不是由本土教师自编的教材，从而可以避免中国式英语问题，保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外，还应根据双语教学的特点和需要，适当调整教学课时的设置，合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势，中国人民大学出版社同众多国际知名的大出版公司，如麦格劳-希尔出版公司、培生教育出版公司等合作，面向大学本科生层次，遴选了一批国外最优秀的管理类原版教材，涉及专业基础课，人力资源管理、市场营销及国际化管理等专业方向课，并广泛听取有着丰富的双语一线教学经验的教师的建议和意见，对原版教材进行了适当的改编，删减了一些不适合我国国情和不适合教学的内容；另一方面，根据教育部对双语教学教材篇幅合理、定价低的要求，我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头，将目标受众锁定在大学本科生层次。本套教材尤其突出了以下一些特点：

● 保持英文原版教材的特色。本套双语教材根据国内教学实际需要，对原书进行了一定的改编，主要是删减了一些不适合教学以及不符合我国国情的内容，但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定，使本套教材既保持了学术上的完整性，又贴近中国实际；既方便教师教学，又方便学生理解和掌握。

● 突出管理类专业教材的实用性。本套教材既强调学术的基础性，又兼顾应用的广泛性；既侧重让学生掌握基本的理论知识、专业术语和专业表达方式，又考虑到教材和管理实践的紧密结合，有助于学生形成专业的思维能力，培养实际的管理技能。

● 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

● 篇幅合理，价格相对较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使我们后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明
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PREFACE

This book was created as an alternative to the 600- or 700-page comprehensive textbook in organizational behavior (OB). It attempts to provide balanced coverage of all the key elements comprising the discipline of OB in a style that readers will find both informative and interesting. We're pleased to say that this text has achieved a wide following in short courses and executive programs as well as in traditional courses as a companion volume with experiential, skill development, case, and readings books. It is currently used at more than 500 colleges and universities in the United States, Canada, Latin America, Europe, Australia, and Asia. It's also been translated into Spanish, Portuguese, Japanese, Chinese, Dutch, Polish, Turkish, Danish, and Bahasa Indonesian.

KEY CHANGES TO THE ELEVENTH EDITION

- Expanded and updated coverage of international issues in management covering such topics as cohesiveness in cross-cultural settings and cross-cultural differences in attributions
- New section on how to minimize intrusion of e-mails and the management of information
- New and updated information dealing with job enrichment, bonuses, effective feedback, and alternative work arrangements
- Expanded coverage of social relationships at work, including the importance of social relationships for job satisfaction and motivation
- Coverage of emerging literature on functional conflict, dysfunctional conflict, and conflict management
- New sections on safety and emotions at work, risk aversion, self-determination theory, managing information, and downsizing

RETAINED FROM THE PREVIOUS EDITION

What do people like about this book? Surveys of users have found general agreement about the following features. Needless to say, they've all been retained in this edition.

- ***Length.*** Since its inception in 1984, we've tried diligently to keep this book in the range of 325 to 350 pages. Users tell us this length allows them considerable flexibility in assigning supporting materials and projects.
- ***Balanced topic coverage.*** Although short in length, this book continues to provide balanced coverage of all the key concepts in OB. This includes not only traditional topics, such as personality, motivation, and leadership, but also cutting-edge issues such as emotions, diversity, negotiation, and teamwork.
- ***Writing style.*** This book is frequently singled out for its fluid writing style and extensive use of examples. Users regularly tell us that they find this book "conversational," "interesting," "student friendly," and "very clear and understandable."
- ***Practicality.*** This book has never been solely about theory. It's about *using* theory to better explain and predict the behavior of people in organizations. In each edition of this book, we have focused on making sure that readers see the link between OB theories, research, and implications for practice.

- ***Absence of pedagogy.*** Part of the reason we've been able to keep this book short in length is that it doesn't include review questions, cases, exercises, or similar teaching/learning aids. It continues to provide only the basic core of OB knowledge, allowing instructors the maximum flexibility in designing and shaping their courses.
- ***Integration of globalization, diversity, and ethics.*** As shown in Exhibit A, the topics of globalization and cross-cultural differences, diversity, and ethics are discussed throughout this book. Rather than being presented in stand-alone chapters, these topics have been woven into the context of relevant issues. Users tell us they find that this integrative approach makes these topics more fully part of OB and reinforces their importance.
- ***Comprehensive supplements.*** Although this book may be short in length, it's not short on supplements. It comes with a complete, high-tech support package for both faculty and students. This includes a comprehensive Instructor's Manual and Test Item File; a dedicated Web site (www.prenhall.com/robbins); an Instructor's Resource CD-ROM, including the computerized Test Item File, Instructor's Manual, and PowerPoint slides; and the Self-Assessment Library, which provides students with insights into their skills, abilities, and interests. These supplements are described in detail later in this Preface.

CHAPTER-BY-CHAPTER CHANGES

Chapter 1 (Introduction to Organizational Behavior)

- Updated material on evidence-based management
- New section, "Responding to Economic Pressures," to lead off *Challenges and Opportunities for OB* section
- Revised and updated material on *Challenges to OB: Responding to Globalization*
- Revised and updated material on *Challenges to OB: Improving Customer Service*
- Revised and updated material on *Challenges to OB: Improving Ethical Behavior*

Chapter 2 (Job Attitudes)

- Describes how the social relationships one has at work contribute to job satisfaction
- Updated material on the relationship between satisfaction and performance
- Includes new research on satisfaction and citizenship

Chapter 3 (Moods, Emotions, and Organizational Behavior)

- Updated information on emotional labor
- Updated coverage on emotional intelligence
- Description of new research on creativity and performance
- Review of the latest research on emotions and leadership, negotiation, and deviance
- New section on safety and emotions at work

Chapter 4 (Personality Traits and Work Values)

- Updated information on faking in personality tests
- New research on how personality changes with age
- Includes new research on satisfaction and citizenship

- Includes new research on personality and leadership
- Includes new information on cross-cultural research designs

Chapter 5 (Individual Perception and Decision-Making)

- New section: "Risk Aversion" (and its implications for organizations)
- New coverage of the role of mental ability in decision-making errors
- Updated example on anchoring bias
- Updated example on availability bias
- Updated material and examples on hindsight bias
- Expanded discussion of the limits of the rational decision-making model
- Updated discussion of the relationships among moods and creativity
- Updated discussion of cross-cultural differences in attributions
- Updated material on intuition

Chapter 6 (Motivation I: Basic Concepts)

- New section: "Self-Determination Theory"
- Review of new research on culture and motivation

Chapter 7 (Motivation II: Applied Concepts)

- New, updated job enrichment example (University of New Mexico)
- Updated material on bonuses
- New section about social context as an important job characteristic
- Updates on how to provide effective feedback at work
- Outlines new findings on how the meaningfulness of work can be enhanced
- New information about flextime and alternative work arrangements

Chapter 8 (Groups)

- Updated research on role conflict
- Update on a major replication of Zimbardo's famous prison experiment
- Updated research on workplace deviance in groups
- Updated material on groupshift or group polarization
- Expanded discussion on cohesiveness in cross-cultural settings

Chapter 9 (Teams)

- Update to research on demographic diversity and team performance
- Expanded description of how to effectively manage teams with diverse knowledge
- Increased attention to the importance of assigning members to roles in teams
- Discussion of the latest research on team processes

Chapter 10 (Communication Process)

- Extensive updating of e-mail communication and video conferencing
- New section on how to minimize intrusion of e-mails
- New section: "Managing Information"
- Updated information on potentially divisive issues in cross-cultural communication
- New sections on noncommunication and silence in organizations
- Discussion of emotion in electronic communications

Chapter 11 (Leadership)

- Updated discussion of the functions and processes underlying transformational and charismatic leadership
- Major revision of the discussion of trust and leadership

Chapter 12 (Power and Politics)

- Updated research on legitimate power
- Several updates to material on influence tactics
- Revised introduction to "The Reality of Politics"
- Extensive updates to "Impression Management" section
- Revision of Exhibit 12-4 (Impression Management [IM] Techniques)

Chapter 13 (Conflict and Negotiations)

- Extensive updates to "Functional View of Conflict" section
- Updates to personality and negotiation and moods/emotions and negotiation sections
- Extensive updates to "Dysfunctional View of Conflict" section
- Updates to "Transitions in Conflict Thought" section
- New material on managing functional conflict
- Extensive updates to "Global Implications" section
- Revision to definition of negotiation and accompanying material
- New material in "Negotiation: Preparation and Planning" section
- New section, "Resolution Focused View of Conflict," which focuses on latest research on this emerging topic

Chapter 14 (Structure and Organizational Behavior)

- Major new section: "The Leaner Organization: Downsizing"

Chapter 15 (Organizational Culture)

- New example of effect of top management on culture formation (Wegman's)
- New example on dark side of socialization (Siemens)

Chapter 16 (Organizational Change)

- Updated material in "Forces for Change" section

SUPPLEMENTS PACKAGE

Essentials of Organizational Behavior continues to be supported with an extensive supplement package for both students and faculty.

FACULTY RESOURCES

Instructor's Resource Center

www.pearsoninternationaleditions.com/robbins is where instructors can access a variety of print, media, and presentation resources available with this text in downloadable, digital format.

Once you register, you will not have additional forms to fill out, or multiple usernames and passwords to remember to access new titles and/or editions. As a registered faculty member, you can log in directly to download resource files, and receive immediate access and instructions for installing Course Management content to your campus server.

Our dedicated Technical Support team is ready to assist instructors with questions about the media supplements that accompany this text. Visit http://247pearsoned.custhelp.com for answers to frequently asked questions and toll-free user support phone numbers.

To download the supplements available with this text, please visit www.pearsoninternationaleditions.com/robbins

Instructor's Manual

Test Item File

TestGen test generating software

PowerPoints

STUDENT RESOURCES

Prentice Hall's Self-Assessment Library (SAL)

The Self-Assessment Library is available with this text in print, CD-ROM, and online. It contains more than 60 self-scoring exercises that provide insights into your skills, abilities, and interests.

mymanagementlab.com

mymanagementlab (www.pearsoninternationaleditions.com/mymanagementlab) is an easy-to-use online tool that personalizes course content and provides robust assessment and reporting to measure individual and class performance. All of the resources students need for course success are in one place—flexible and easily adapted for your students course experience. Some of the resources include a Pearson eText version of all chapters, quizzes, video clips, simulations, assessments, interactive lectures, and PowerPoint presentations that engage your students while helping them study independently.

ACKNOWLEDGMENTS

We owe a debt of gratitude to all those at Prentice Hall who have supported this text over the past 25 years and who have worked so hard on the development of this latest edition. On the editorial side, we want to thank Editor-in-Chief Eric Svendsen, Director of Editorial Services Ashley Santora, Editorial Project Manager Meg O'Rourke, Editorial Assistant Carter Anderson, and Editorial Director Sally Yagan. On the production side, Project Manager Becca Richter did an outstanding job. Last but not least, we would like to thank Marketing Manager Nikki Ayana Jones and Director of Marketing Patrice Lumumba Jones and their sales staff who have been selling this book over its many editions. Thank you for the attention you've given this book.

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CHAPTER 1

Introduction to Organizational Behavior

After studying this chapter, you should be able to:

- Define *organizational behavior* (*OB*).
- Show the value to OB of systematic study.
- Identify the major behavioral science disciplines that contribute to OB.
- Demonstrate why few absolutes apply to OB.
- Identify the challenges and opportunities managers have in applying OB concepts.
- Identify the three levels of analysis in OB.

If you ask managers to describe their most frequent or troublesome problems, the answers you get tend to exhibit a common theme. The managers most often describe people problems. They talk about their bosses' poor communication skills, employees' lack of motivation, conflicts between team members, overcoming employee resistance to a company reorganization, and similar concerns. It may surprise you to learn, therefore, that it's only recently that courses in people skills have become an important part of business school programs.

Until the late 1980s, business school curricula emphasized the technical aspects of management, focusing on economics, accounting, finance, and quantitative techniques. Course work in human behavior and people skills received relatively less attention. Over the past three decades, however, business faculty have come to realize the role that understanding human behavior plays in determining a manager's effectiveness, and required courses on people skills have been added to many curricula.

Developing managers' interpersonal skills also helps organizations attract and keep high-performing employees. Regardless of labor market conditions, outstanding employees are always in short supply. Companies known as good places to work have a big advantage. A recent survey of hundreds of workplaces, and more than 200,000 respondents, showed the social relationships among co-workers and

supervisors were strongly related to overall job satisfaction. Positive social relationships also were associated with lower stress at work and lower intentions to quit.[1] So having managers with good interpersonal skills is likely to make the workplace more pleasant, which in turn makes it easier to hire and keep qualified people. Creating a pleasant workplace also appears to make good economic sense. Companies with reputations as good places to work (such as the "100 Best Companies to Work for in America") have been found to generate superior financial performance.[2]

We have come to understand that in today's competitive and demanding workplace, managers can't succeed on their technical skills alone. They also have to have good people skills. This book has been written to help both managers and potential managers develop those people skills.

ENTER ORGANIZATIONAL BEHAVIOR

OB's goal is to understand and predict human behavior in organizations; the complexities of human behavior are not easy to predict, but neither are they random—certain fundamental consistencies underlie the behavior of all individuals.

We've made the case for the importance of people skills. But neither this book nor the discipline on which it is based is called "people skills." The term that is widely used to describe the discipline is *organizational behavior.*

Organizational behavior (often abbreviated OB) is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness. That's a mouthful, so let's break it down.

Organizational behavior is a field of study, meaning that it is a distinct area of expertise with a common body of knowledge. What does it study? It studies three determinants of behavior in organizations: individuals, groups, and structure. In addition, OB applies the knowledge gained about individuals, groups, and the effect of structure on behavior in order to make organizations work more effectively.

To sum up our definition, OB is the study of what people do in an organization and how their behavior affects the organization's performance. And because OB is concerned specifically with employment-related situations, you should not be surprised that it emphasizes behavior as related to concerns such as jobs, work, absenteeism, employment turnover, productivity, human performance, and management. Although debate exists about the relative importance of each, OB includes the following core topics:

- Motivation
- Leader behavior and power
- Interpersonal communication
- Group structure and processes
- Personality, emotions, and values
- Attitude development and perception
- Change processes
- Conflict and negotiation
- Work design[3]

COMPLEMENTING INTUITION WITH SYSTEMATIC STUDY

Each of us is a student of behavior. Whether you've explicitly thought about it before, you've been "reading" people almost all your life, watching their actions and trying to interpret what you see or predict what people might do under different conditions.

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