

# 组织行为学

( 双语教材 )

*Organizational Behavior*

崔佳颖 编著



经济管理出版社  
ECONOMY & MANAGEMENT PUBLISHING HOUSE

# 组织行为学

( 双语教材 )

*Organizational Behavior*

崔佳颖 编著



经济管理出版社  
ECONOMY & MANAGEMENT PUBLISHING HOUSE

**图书在版编目 (CIP) 数据**

组织行为学 (双语教材) / 崔佳颖编著. —北京: 经济管理出版社, 2010. 8

ISBN 978 - 7 - 5096 - 1076 - 3

I. ①组… II. ①崔… III. ①组织行为学—双语教学—高等学校—教材 IV. ①C936

中国版本图书馆 CIP 数据核字 (2010) 第 159738 号

**出版发行: 经济管理出版社**

北京市海淀区北蜂窝8号中雅大厦11层

电话: (010) 51915602 邮编: 100038

印刷: 北京银祥印刷厂

经销: 新华书店

组稿编辑: 张 艳

责任编辑: 张 艳 韩冰曦

技术编辑: 黄 铄

责任校对: 超 凡

720mm × 1000mm/16

10 印张 207 千字

2010 年 8 月第 1 版

2010 年 8 月第 1 次印刷

定价: 23.00 元

书号: ISBN 978 - 7 - 5096 - 1076 - 3

**· 版权所有 翻印必究 ·**

凡购本社图书, 如有印装错误, 由本社读者服务部

负责调换。联系地址: 北京阜外月坛北小街 2 号

电话: (010) 68022974 邮编: 100836

# 前 言

组织行为学是在现代管理科学和行为科学发展过程中派生出来的一门综合性、边缘性学科，它以组织中人的心理与行为特点和规律为研究对象，探讨个体、群体和组织三个层面的因素如何影响个人及其所在组织的行为，目的是使管理者能够根据人的行为规律，创设健康的工作氛围，发挥人的积极性和创造性，以实现组织的目标并提高成员满意度。通过学习组织行为学可以更好地理解、预测和管理组织中人的行为，为组织制定各项管理制度、实施管理政策提供理论依据。

组织行为学课程是工商管理类专业的基础理论课，也是经管类高校中重要的辅修课程。为了更好地与国际接轨，目前很多高校的组织行为学教学都选择英语教学或是双语教学，而所使用的组织行为学教材多为原版英文教材或是译著，这给组织行为学双语教学带来了一定的困难和不便，主要表现在受学生英语水平所限，对部分理论和观点无法理解透彻。另外，国外的组织行为学案例与中国的实践之间存在一定的距离，教材的利用率有限，但在授课过程中却往往要配以大量教材外的读物，给教学造成了一定的障碍。针对上述教学中遇到的困难，作为一名讲授组织行为学双语课程的老师，本书作者特编写此书。

本书编写过程中借鉴了目前国内商学院教材中最为经典、应用最广泛的多本著作，重点吸收了斯蒂芬·P. 罗宾斯博士、弗雷德·鲁森斯博士和麦克·沙恩博士的专著。同时也参考了国内多位组织行为学领域知名专家，如陈春花教授、陈国权教授、肖春余教授等所主编的教材。

本教材主要突出以下几个特色：

(1) 双语教学用书特色。本书主体部分涉及到的组织行为的原理、概念均为英文，重要的概念和理论还配有中文的注释。本书的中文注释并非正文中英文的对照翻译，而是相关中文教材和资料中重要的、需要掌握的核心内容，既起到重点难点的深入中文解释作用，也提供了很多有意义的补充。在此方面，非常有利于组织行为学双语教学，解决学生

用英文教材理解深度不够的障碍，也能够基础的组织行为学的教学中引进原版教材及其译著。

（2）专业词汇和较难词汇第一次出现时括号中有中文解释。这样的写作方式，有助于学生迅速掌握专业词汇的精确含义，减少学生查找字典的时间并降低畏难情绪；同时又可以在英语的上下文语境中学习专业术语的英语表达，避免形成以往备注栏里对照中文翻译时形成依赖的情形。

（3）与国内组织行为实践紧密相关。本教材中引用了大量优秀的组织行为学教材中的国内实践内容，将有助于学生在学习组织行为学理论的同时，结合国内企业、组织的实际进行分析。

（4）最新时事案例特色。组织行为学这门学科的一个重要作用就是可以对组织中发生的现象进行描述、解释、预测和控制，本书在每章末尾，都选取最近发生的一些时事案例，提出问题，要求学生运用组织行为学的相关理论进行思考和讨论，促使学生围绕组织行为学各章内容进行探讨。

（5）每章游戏和团队活动新颖、生动有趣。每章结尾都设有课堂讨论、团队练习、网络练习、自我测试、案例分析、网站推荐等栏目，将组织行为学的原理和管理实践较好地结合起来。部分章节都选择了一部好的电影作为学生辅助学习时讨论的主题。一部好电影，胜过十本教科书，让学生从更加生动、鲜活的影片中了解个体、群体与组织的行为特点，更有利于激发学生学习兴趣，真正让学生不是被动参与学习，而成为主动学习的主体。

本教材力求语言通畅、条理清晰、例证风趣、体例活泼、学以致用，既方便教师教学，增加课堂教学气氛，提高教学效果，也方便学生自学，适合作为经管类专业的本科、MBA 和 EMBA 组织行为双语教材或者自学辅助读物。

# 目 录

## 第一篇 绪论

<b>CHAPTER ONE: Introduction to Organizational Behavior</b> .....	3
<b>1. 组织行为学导论</b> .....	3
<b>1.1 What is Organizational Behavior?</b> .....	4
1.1.1 Definition of Organizational Behavior .....	4
1.1.2 Contributing Disciplines .....	5
1.1.3 Research Chart of Organizational Behavior .....	6
<b>1.2 Why study Organizational Behavior?</b> .....	6
1.2.1 Management functions and Organizational behavior .....	6
1.2.2 Organizational Behavior and Manager .....	8
<b>1.3 Generation and Development of Organizational Behavior</b> .....	9
1.3.1 Frederick W. Taylor .....	9
1.3.2 Henri Fayol and Theory of Administration .....	11
1.3.3 Mary Parker Follett .....	11
1.3.4 Hawthorne Studies .....	12
1.3.5 Douglas McGregor .....	13
1.3.6 Peter F. Drucker .....	14
<b>1.4 Ancient Chinese Philosophy</b> .....	15
1.4.1 Confucianism .....	15
1.4.2 Taoism .....	18
1.4.3 Legist .....	19

## 第二篇 个体篇

<b>CHAPTER TWO: Ability, Personality and Emotion</b> .....	25
<b>2. 能力、个性和情绪</b> .....	25
<b>2.1 Ability</b> .....	26
<b>2.2 Personality</b> .....	28
2.2.1 The Myers-Briggs Type Indicator .....	28
2.2.2 Type A and Type B personality .....	30



## 2 组织行为学 (双语教材)

2.2.3	The Big-Five Model .....	30
2.2.4	Four Temperaments .....	35
2.2.5	Personality-Job Fit Theory .....	36
2.3	Emotion .....	37
<b>CHAPTER THREE: Perception and Attribution .....</b>		<b>51</b>
3.	知觉与归因 .....	51
3.1	Perception .....	51
3.1.1	Factors Influencing Perception .....	51
3.1.2	Illusion in Perception .....	52
3.1.3	Biases in Person Perception .....	53
3.2	Attribution .....	55
<b>CHAPTER FOUR: Value and Attitude .....</b>		<b>57</b>
4.	价值观和态度 .....	57
4.1	Value .....	57
4.2	Attitude .....	59
<b>CHAPTER FIVE: Motivation .....</b>		<b>63</b>
5.	激励 .....	63
5.1	Concept of Motivation .....	63
5.2	Development of Motivation Theories .....	64
5.2.1	Maslow's Hierarchy of Needs Theory .....	64
5.2.2	ERG Theory .....	65
5.2.3	Herzberg's Two-Factor Theory .....	66
5.2.4	McClelland's Theory of Needs .....	67
5.2.5	Equity Theory .....	68
5.2.6	Expectancy Theory .....	70
5.2.7	Goal-setting Theory .....	71
5.3	Application of Motivation .....	72

## 第三篇 群体篇

<b>CHAPTER SIX: Work Groups and Teams .....</b>		<b>77</b>
6.	工作群体与团队 .....	77
6.1	Foundation of Group Behavior .....	77
6.1.1	Definition of Group .....	77

6. 1. 2	Group decision making	78
<b>6. 2</b>	<b>Creating Effective Teams</b>	<b>81</b>
6. 2. 1	Team Development	81
6. 2. 2	Reasons for Team Building	84
6. 2. 3	Creating Effective Teams	85
<b>CHAPTER SEVEN:</b>	<b>Communication</b>	<b>87</b>
<b>7. 沟通</b>		<b>87</b>
7. 1	Definition of Communication	87
7. 2	Functions of Communication	88
7. 2. 1	Controlling	88
7. 2. 2	Providing Information	88
7. 2. 3	Motivating Organizational Members	89
7. 2. 4	Expressing Feelings and Emotions	89
7. 3	Process of Communication	90
7. 4	Factors influencing Communication	95
7. 4. 1	Language	95
7. 4. 2	Information filtering	95
7. 4. 3	Perception	95
7. 4. 4	Information overload	96
7. 5	Improving Communication Skill	96
<b>CHAPTER EIGHT:</b>	<b>Leadership</b>	<b>103</b>
<b>8. 领导力</b>		<b>103</b>
8. 1	Concept of leadership	103
8. 2	Leadership Theories	104
8. 2. 1	Trait theory	104
8. 2. 2	Behavioral and Style Theory period	104
8. 2. 3	Situational and Contingency theories	105
8. 2. 4	New development of leadership theories	107
<b>CHAPTER NINE:</b>	<b>Power and conflict</b>	<b>111</b>
<b>9. 权利与冲突</b>		<b>111</b>
9. 1	Power	111
9. 2	Conflict	114
9. 2. 1	Phases of conflict	116
9. 2. 2	Ways of addressing conflict	116



**第四篇 组织篇**

<b>CHAPTER TEN: Organizational structure and design .....</b>	<b>121</b>
<b>10. 组织结构与组织设计 .....</b>	<b>121</b>
<b>10.1 Organizational structure .....</b>	<b>121</b>
10.1.1 Definition of Organizational structure .....	121
10.1.2 Organizational structure types .....	122
10.1.3 Organizational circle: moving back to flat .....	124
<b>10.2 Organization design .....</b>	<b>126</b>
<b>CHAPTER ELEVEN: Organizational culture .....</b>	<b>129</b>
<b>11. 组织文化 .....</b>	<b>129</b>
<b>11.1 Definition of Organizational culture .....</b>	<b>129</b>
<b>11.2 Functions of Organizational culture .....</b>	<b>129</b>
<b>11.3 Typologies of organizational cultures .....</b>	<b>130</b>
11.3.1 Geert Hofstede .....	130
11.3.2 Edgar Schein .....	132
<b>11.4 How Employees Learn Culture .....</b>	<b>134</b>
11.4.1 Rites .....	134
11.4.2 Stories .....	135
11.4.3 Languages .....	135
<b>CHAPTER TWELVE: Management of change .....</b>	<b>139</b>
<b>12. 组织变革 .....</b>	<b>139</b>
<b>12.1 Forces for Change .....</b>	<b>140</b>
<b>12.2 Impediments to Change .....</b>	<b>141</b>
<b>12.3 Organizational Development .....</b>	<b>144</b>
<b>参考文献 .....</b>	<b>149</b>

**PART ONE**  
**第一篇**

**Prologue**

**绪论**



# CHAPTER ONE: Introduction to Organizational Behavior

## 1. 组织行为学导论

### Learning Objectives:

After reading this chapter, students should be able to:

- Define organizational behavior.
- Describe why study organizational behavior.
- Explain primary variables of organizational behavior.
- Understand generation and development of organizational behavior.
- Understand Ancient Chinese Philosophy about human behavior.

### 学习目标:

- (1) 掌握组织行为学的定义;
- (2) 了解学习组织行为学的原因;
- (3) 了解组织行为学的研究内容;
- (4) 了解组织行为学的产生与发展过程;
- (5) 了解中国古代哲学思想中对人性的论述。

### Reading: Google and Organizational Behavior

Google founders Larry Page and Sergey Brin have leveraged (杠杆作用) the power of organizational behavior to create the world's leading Internet search engine as well as one of the best places to work.

Google's focus on employees is almost as intense (强烈的) as its focus on technology. The company boasts work-life balance, generous health benefits (福利), and a team-based environment where employees could share spaces with couches (沙发) and dogs. Every Friday, employees gather to hear about the company's performance during the previous week.

"We want everyone to know exactly how the company's doing, exactly where we stand in relation to our goals," says Craig Silverstein, Google's director of technology. He also admits that Google carefully selects new recruits. "These are people who think they are creating something that's the best in the world," says Peter Norvig, a Google engineering director. "And that product is changing people's lives."

Source: Steven L. McShane, Organizational Behavior 3<sup>rd</sup> Edition, 2007

Google has become a powerful force on the Internet, but its real power comes from the company's effective application of organizational behavior theories and concepts. For example, Google encourages creativity and knowledge sharing. It motivates employees through exciting work opportunities, and it engages in careful person-job matching.

In this chapter, we first define organizational behavior and discuss how having a working knowledge of it is essential in today's complex, global world. We then examine how changes taking place outside an organization in the global, social, technological and work environment are changing the way people work together and cooperate inside an organization.

## 1.1 What is Organizational Behavior?

### 1.1.1 Definition of Organizational Behavior

To arrive at a useful and meaningful definition of organizational behavior, let's first look at what an organization is. An **organization**<sup>①</sup> is a collection of people who work together to achieve individual and organizational goals. Individual goals are what people are trying to accomplish (实现) for themselves—earning a lot of money, helping promote (晋升) a worthy cause, achieving certain levels of power and prestige (声望), enjoying a satisfying work experience and so on. Organizational goals are what the organization as a whole is trying to accomplish, such as providing innovative goods and services that customers want, getting candidates elected, raising money for medical research, making a profit to reward stockholders, managers and employees, and so on. An effective organization is one that achieves both individual and organizational goals.

**Organizational behavior**<sup>②</sup> 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. In short, organizational behavior is the systematic study of the actions and attitudes that people exhibit within organizations.

But organizational behavior does not study all actions and attitudes. Four types of behavior have historically proved to be important determinants (决定因素) of employee performance: productivity (生产率), absenteeism (旷工率), turnover (离职率) and job

---

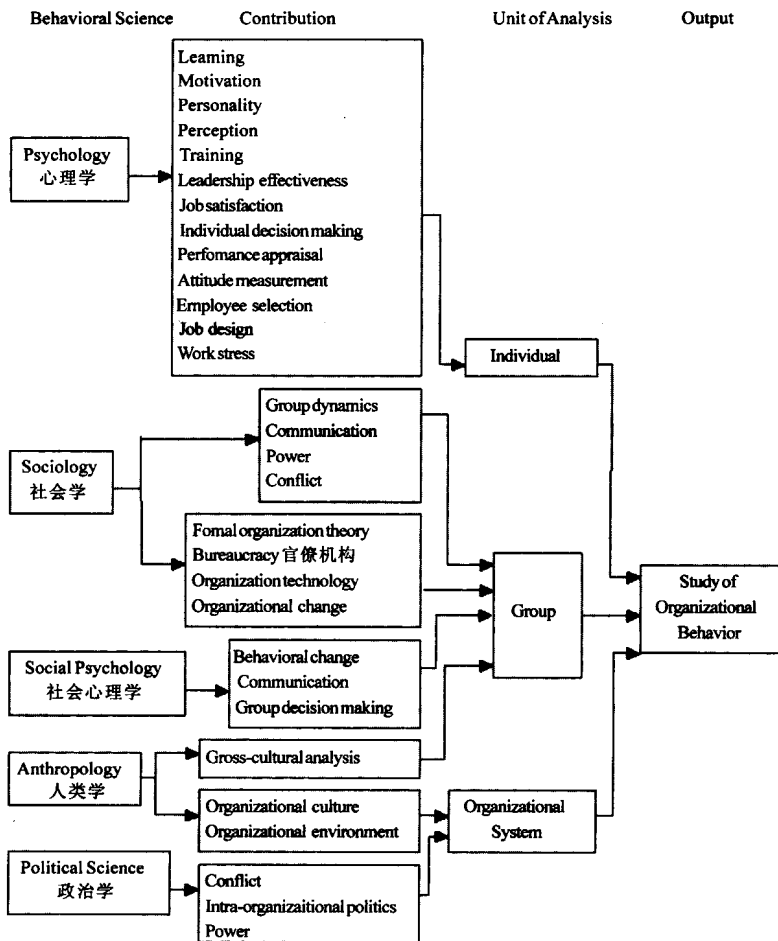
① 组织:是对完成特定使命的人的系统性安排。企业组织是一个以全体人员为主体,包括人和物在内的有机组合体(郑海航)。

② 组织行为学:是研究个体、群体以及结构对组织内部行为的影响,以便应用这些知识来改善组织的有效性的一门学科。根据斯蒂芬·P. 罗宾斯的解释,组织行为学系统地研究人在组织中所表现的行为和态度,关心人们在组织中做什么,以及这种行为如何影响组织的绩效。

satisfaction(工作满意度).

### 1.1.2 Contributing Disciplines

Organizational behavior is applied behavioral science and, as a result, is built upon contributions from several behavioral disciplines. The predominant areas are psychology, sociology, social psychology, anthropology (人类学), and political science. As you'll learn, psychology's contributions have been mainly at the individual or micro level of analysis, whereas the latter disciplines have contributed to our understanding of macro concepts—group processes and organization. Exhibit 1.1 provides an overview of the contributions made toward a distinct field of study: organizational behavior.



**Exhibit 1.1 Contributing disciplines to the Organizational Behavior field**

Source: Steven P Robbins Organizational Behavior 11<sup>th</sup> Edition

1.1.3 Research Chart of Organizational Behavior

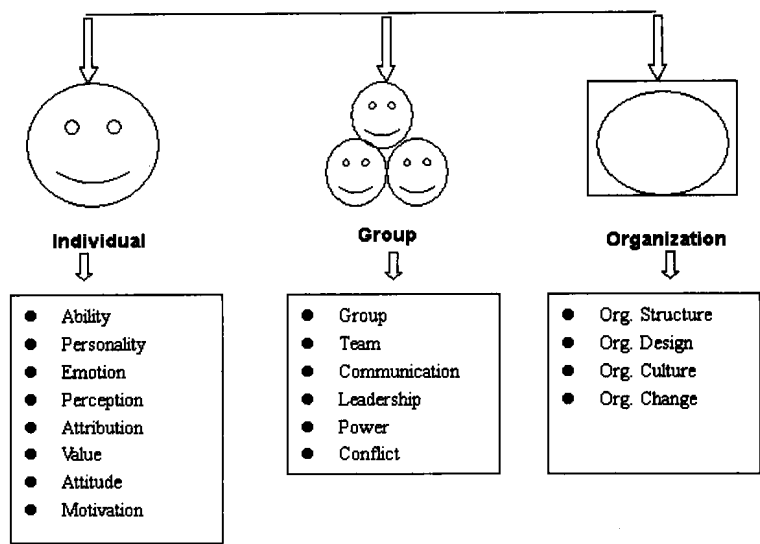


Figure 1.1 Organizational Behavior

1.2 Why study Organizational Behavior?

1.2.1 Management functions and Organizational behavior

The four principal functions or duties of management are the processes of planning, organizing, leading, and controlling an organization’s human, financial, physical and other resources to increase its effectiveness.

**Planning**<sup>①</sup>. Planning activities include analyzing current situations, anticipating the future, determining objectives, deciding in what types of activities the company will engage, choosing corporate and business strategies, and determining the resources needed to achieve the organization’s goals.

Planning is a complex and difficult task because a lot of uncertainty normally surrounds the decisions managers need to make. Because of this uncertainty, they face risks when deciding what actions to take. The knowledge of organizational behavior can help improve

① 计划:是管理的首要职能,是确定组织做什么(目标)和怎么做(行动方案)的过程。任何组织的存在都是以实现特定目的为前提的,因此就需要管理者来制定组织的目标和决定所要采取的行动以实现目标,这就是管理的计划职能。计划工作的水平决定着组织绩效的高低。



the quality of their decision making, increase the chances of success, and lessen the risks inherent in planning and decision making. First, the study of organizational behavior reveals how decisions get made in organizations and how politics and conflict affect the planning process. Second, the way in which group decision making affects planning and the biases (偏见) that can influence decisions are revealed (显现). Third, the theories and concepts of organizational behavior show how the composition (组成) of an organization's top-management team can affect the planning process. The study of organizational behavior, then, can improve a manager's planning abilities and enhance organizational performance.

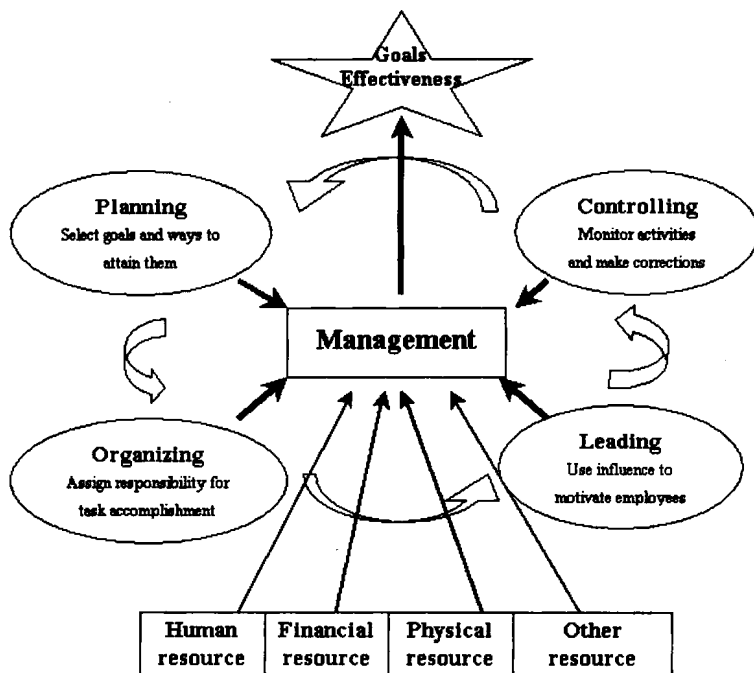


Figure 1.2 Four principal functions of management

**Organizing**<sup>①</sup>. In organizing, managers establish a structure of relationships that dictates (规定) how members of an organization work together to achieve organizational goals. Organizing activities include attracting people to the organization, specifying job responsibilities (职位说明), grouping jobs into work units, marshalling (编组) and allocating (分配) resource, and creating conditions so that people and things work together to achieve maximum success.

① 组织:是指管理者根据既定目标,对组织中的各种要素及人们之间的相互关系进行合理的安排,从而形成一个有机的组织结构,使之协调运行的管理活动。简单来说,组织就是根据实现组织目标的需要,决定如何对组织的活动和资源进行组合。组织职能是实现组织目标的根本保证。

Organizational behavior offers many guidelines (指导方针) on how to organize employees to make the best use of their skills and capabilities, including methods of grouping workers to enhance communication and coordination while avoiding conflict or politics and etc.

**Leading<sup>①</sup>.** Leading involves close day-to-day contact with people, helping to guide and inspire them toward achieving team and organizational goals.

The study of different leadership methods and of how to match leadership styles to the characteristics of the organization and all its components is a major concern of organizational behavior.

**Controlling<sup>②</sup>.** In controlling, managers monitor and evaluate individual, group, and organizational goals are being achieved. If goals are being met, managers can take action to maintain and improve performance; if goals are not being met, managers must take corrective action. The controlling function also allows managers to evaluate how well they are performing their planning, organizing, and leading function.

Once again, the theories and concepts of organizational behavior allow managers to understand and accurately (正确地) diagnose (诊断) work situations in order to pinpoint where corrective action may be needed. Control at all levels of the organization is impossible if managers do not possess the necessary organizational tools.

### 1.2.2 Organizational Behavior and Manager

Organizational behavior can help managers to explain, predict, and control human behavior.

**Explanation.** When we seek answers to why an individual or a group of individuals did something, we are pursuing the explanation objective. It's probably the least important of the three goals, from a management perspective, because it occurs after the fact. Yet, if we are to understand a phenomenon, we must begin by trying to explain it. We can then use this understanding to determine a cause. For example, if a number of valued employees resign (辞职), we undoubtedly (毫无疑问地) want to know why, in order to determine if it was something that could have been prevented. Obviously, employees quit their jobs for many reasons, but if the explanation for a high quit-rate (辞职率) is inadequate pay or boring jobs, managers often can take actions that will correct this situation in the future.

**Prediction.** The goal of prediction focuses on future events. It seeks to determine what outcomes (结果) will result from a given action.

**Control.** The most controversial (有争议的) goal is using organizational behavior

---

① 领导:是指管理者利用组织所赋予的职权和自身拥有的影响力而对被管理者施加影响,使其愿意接受管理者所赋予的目标或任务,并积极去实现或完成的过程。

② 控制:是指检查、监督组织活动的进展情况,以便及时发现偏差、分析原因并纠正,确保组织目标的顺利实现。控制的对象往往是组织活动中的关键环节,如人员、财务、质量等。虽然控制的目标和手段不尽相同,但是控制的一般过程却是一样的。