教育部高校工商管理类教学指导委员会双语教学推荐教材

Mc Graw Hill Education

工商管理经典教材·人力资源管理系列

BUSINESS ADMINISTRATION CLASSICS

组织行为学

英文版·第10版

罗伯特·克赖特纳 (Robert Kreitner)
安杰洛·基尼奇 (Angelo Kinicki) 著

ORGANIZATIONAL BEHAVIOR

Tenth Edition

中国人民大学出版社

全新版

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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。

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Preface

Whatever the size and purpose of the organization and the technology involved, *people* are the common denominator when facing today's immense challenges. Success or failure hinges on the ability to attract, develop, retain, motivate, and lead a diverse array of appropriately skilled people (and to do so in an ethical manner). *The human factor drives everything*. To know more about workplace behavior is to gain a valuable competitive edge. The purpose of this textbook is to help present and future organizational participants better understand and manage people at work.

Although this tenth edition of *Organizational Behavior* is aimed at undergraduate business students in similarly named courses, previous editions have proven highly versatile. *Organizational Behavior* has been used effectively in MBA programs, executive education and management development programs, and industrial and organizational psychology programs around the world. (Note: Special Canadian and European editions are available.) This textbook is the culmination of our combined 65+ years of teaching experience and research of organizational behavior and management in the United States, Pacific Rim, and Europe. Thanks to detailed feedback from students, professors, and practicing managers, this tenth edition is state-of-the-art in both content and delivery. Many new changes have been made in this edition, reflecting new research evidence, new management techniques, new media, and the fruits of our own learning process.

Organizational Behavior, tenth edition, is *user driven* (as a result of carefully listening to our readers). It was developed through close *teamwork* between the authors and the publisher, and is the product of *continuous improvement*. This approach has helped us achieve a difficult combination of balances. Among them are balances between theory and practice, solid content and interesting coverage, and instructive detail and readability. Students and instructors say they want an up-to-date, relevant, and interesting textbook that actively involves the reader in the learning process. Our efforts toward this end are evidenced by dozens of new topics, many new real-life examples, a stimulating art program, and timely new cases and boxed features. A Legal/Ethical Challenge exercise at the end of each chapter is instructive and useful for either individual consideration or team discussion. We realize that reading a comprehensive textbook is hard work, but we also firmly believe the process should be interesting (and sometimes fun).

AACSB Coverage

In keeping with the curriculum recommendations for AACSB International (the Association to Advance Collegiate Schools of Business, www.aacsb.edu) for greater attention to managing in a global economy, managing cultural diversity, improving product/service quality, and making ethical decisions, we feature this coverage:

- A full chapter on international organizational behavior and cross-cultural management Comprehensive coverage from the landmark GLOBE project and a new 17-country study about how management practices differ across countries. To ensure integrated coverage of international topics, several of the Real World/Real People boxed features have a global theme.
- A full chapter on managing diversity (Chapter 2) offers comprehensive and up-to-date coverage of managing diversity. Many of the Real World/Real People boxed features also have a diversity theme.
- Principles of total quality management (TQM) and the legacy of W Edwards Deming are discussed in Chapter 1 to establish a quality-improvement context for the entire textbook. Also, many quality-related examples have been integrated into the textual presentation.
- As outlined next, the tenth edition includes comprehensive coverage of ethics-related concepts, cases, and issues. Many of the Real World/Real People boxed features have an ethics theme, with specific attention called out by an ethics label.
- The tenth edition test bank available on the OLC has each question tagged to the AACSB knowledge category it covers.

Comprehensive Ethics Coverage

Ethics is covered early and completely in Chapter 1 to set a proper moral tone for managing people at work. Ethical issues are raised throughout the text, with additional significant coverage of the Ethical Decision-Making Tree in Chapter 11 and a discussion of the moral aspect of leadership in Chapter 15.

In nearly every chapter, one or two of the Real World/Real People boxed features are ethically based and are highlighted with an ethics label. Also in this tenth edition are 17 Legal/Ethical Challenges (one following each chapter). They raise hard-hitting ethical issues and ask tough questions, virtually guaranteeing a lively discussion/debate for cooperative learning. These Legal/Ethical Challenges, along with the Real World/Real People boxes, are constant reminders of the importance of ethical management.

Pedagogical Features

The tenth edition of *Organizational Behavior* is designed to be a complete teaching/learning tool that captures the reader's interest and imparts useful knowledge. Some of the most significant pedagogical features of this text are the following:

- Classic and modern topics are given balanced treatment in terms of the latest and best available theoretical models, research evidence, and practical applications. Each chapter follows a Theory-Research-Practice approach. Students reading each chapter will gain an understanding of the basic theories about OB, learn whether or not the theories are valid by drawing on research to make summary conclusions, and will see how the theories and research apply in real-world examples.
- Several concise learning objectives open each chapter to focus the reader's attention and serve as a comprehension check. Look for a wolf paw print icon calling attention to each learning objective within the text. Additionally, the chapter summary is written to correlate with chapter learning objectives.
- Every major section in all 17 chapters is accompanied by a feature in the margin called "To the Point." The integrative questions in this key pedagogical feature focus the student's attention on test-relevant material, with the goal of improving their grade.
- A colorful and lively art program includes captioned photographs and figures.
- Hundreds of real-world examples involving large and small, public and private organizations have been incorporated into the textual material to make this edition up-to-date, interesting, and relevant.

Streamlined End-of-Chapter Materials

The end-of-chapter materials for the tenth edition of *Organizational Behavior* were carefully selected for their use as a study guide for students. Each chapter contains

- A Summary of Key Concepts correlating with the Learning Objectives for that chapter.
- An OB in Action Case Study.
- A Legal/Ethical Challenge .
- A reminder about the resources available on the Web.

Fresh Cases, Updated Research, and New Examples

Our continuing commitment to a timely and relevant textbook is evidenced by the 16 (89%) new chapter-opening cases and 13 (72%) new chapter-closing cases. These cases highlight male and female role models and large and small public and private organizations. Among the diverse array of organizations featured are Zappos.com, Walmart, Williams-Sonoma, Chrysler, Facebook, NuStar Energy, DineEquity, Intel, Wynn Resorts, Google, BP, Best Buy, Takeda, Trader Joe's, Time Inc, and Patriarch.

Every chapter opens with a real-name, real-world short case to provide a practical context for the material at hand. All of the chapter-opening vignettes are new.

This tenth edition is filled with current and relevant examples from both research and practice perspectives. In fact, you will find several hundred source material references dated 2010 and 2011.

Real World/Real People

While theory and research are important to the study of OB, current examples of real people in real organizational situations are needed to bring OB to life for the reader. The tenth edition contains 69 Real World/Real People boxed features strategically located throughout the text. Sixty-three (91%) are new to this edition. They are up-to-date (mostly drawn from 2010 and 2011 sources), often provocative, and definitely interesting. The Real World/Real People features tend to be short, designed for quick reading, and tightly linked to the accompanying textual discussion. They show real people and organizations in action at their best and sometimes at their worst. Among the diverse selection of organizations featured are American Express, Sodexo, CardFirst BlueCross BlueShield, CVS Caremark, BMW, UnitedHealthcare, Apple, AT&T, GlaxoSmithKline, McDonald's, United Health Group, Nutrisystem, Unilever, Home Depot, Satyam Computers, General Motors, Starwood, Ford, Sky Factory, Tyson Foods,

Facebook, College Hunks Hauling Junk, Netflix, BP, Whole Foods, 37signals, Toro, Republic Airways, Johnson & Johnson, New York Philharmonic, BAE Systems, Cascade Engineering, US Coast Guard, Toyota, IBM, and Ohio Health.

Real World/Real People features that involve ethical issues are highlighted with an ethics label. In response to reviewer feedback, we've also included a discussion question with each box that ties it to the chapter content, to serve as a learning aid and class discussion starter.

Comprehensive Supplements for Instructors and Students

"The depth of supplementary materials is astounding and I had no idea of this fact." Tim DeGroot, Midwestern State University

Instructor's Manual

Prepared by Professor Mindy West of Arizona State University, each chapter includes a chapter summary, back to the chapter-opening case solution, lecture outline, Legal/Ethical Challenge interpretation, OB in Action case solutions, video resources, and much more.

Test Bank

The test bank includes more than 100 test questions per chapter, including true-false, multiple choice, and essay with answers, page references, and Bloom's Taxonomy level coding. Each test question is also tagged to the Learning Objective it covers in the chapter and the AACSB Learning Standard it falls under.

EZ Test

McGraw-Hill's flexible and easy-to-use electronic testing program allows instructors to create tests from book-specific items. It accommodates a wide range of question types, and instructors may add their own questions. Multiple versions of the test can be created, and any test can be exported for use with course management systems such as WebCT or Blackboard. EZ Test Online allows you to administer EZ Test-created exams and quizzes online.

PowerPoint

The PowerPoint slides have been prepared by Professor Brad Cox of Midlands Technical College and are designed to be meaningful lessons for students that encourage active thinking and participation and allow the instructor to have at his or her fingertips the information he or she wants to convey for each slide.

简明目录

第Ⅰ篇　组织行为学的世界 …… **1**

第1章　组织行为学：追求以人为本的组织与伦理行为 …… 2

第2章　管理多样性：释放每位员工的潜力 …… 30

第3章　组织文化、社会化与导师制 …… 56

第Ⅱ篇　组织中的个体行为 …… **83**

第4章　关键的个体差异及成功之路 …… 84

第5章　价值观、态度、工作满意及反生产的工作行为 …… 112

第6章　社会知觉与归因 …… 139

第7章　激励 …… 164

第8章　通过目标、反馈、报酬和正强化改进工作绩效 …… 193

第Ⅲ篇　群体和社会过程 …… **219**

第9章　群体动力 …… 220

第10章　发展和领导有效的团队 …… 250

第11章　个体决策与群体决策 …… 278

第12章　冲突管理与谈判 …… 312

第Ⅳ篇　组织过程 …… **339**

第13章　数字时代的沟通 …… 340

第14章　影响、授权与政治 …… 375

第15章　领导 …… 403

第16章　组织设计、有效性和创新 …… 435

第17章　变革管理与压力管理 …… 466

网络资源

Contents

Preface i

part one
The World of Organizational Behavior 1

chapter one
Organizational Behavior: The Quest for People-Centered Organizations and Ethical Conduct 2

Why Is Zappos.com So Good at Zapping the Competition? 3

Welcome to the World of OB 5

A Historical Perspective of OB 7

The Managerial Context: Getting Things Done with and through Others 15

The Ethics Challenge 19

Learning about OB: Research and a Road Map 25

Summary of Key Concepts 27

OB in Action Case Study *John Mackey, Cofounder and Co-CEO of Whole Foods Market, Believes in "Conscious Capitalism"* 28

Legal/Ethical Challenge *School Reform Advocate Michelle Rhee Wants to Put Students First* 29

chapter two
Managing Diversity: Releasing Every Employee's Potential 30

Why Did Management Ignore Complaints of Sexual Harassment? 31

Defining Diversity 32

Building the Business Case for Managing Diversity 35

Barriers and Challenges to Managing Diversity 50

Organizational Practices Used to Effectively Manage Diversity 51

Summary of Key Concepts 54

OB in Action Case Study *LeasePlan Effectively Manages Diversity* 54

Legal/Ethical Challenge *Should Joseph Casias Be Fired by Walmart?* 55

chapter three
Organizational Culture, Socialization, and Mentoring 56

Would You Like to Work at Southwest Airlines? 57

Organizational Culture: Definition and Context 58

Dynamics of Organizational Culture 59

The Process of Culture Change 69

The Organizational Socialization Process 71

Embedding Organizational Culture through Mentoring 75

Summary of Key Concepts 79

OB in Action Case Study *Sergio Marchionne Undertakes Major Strategic and Culture Change at Chrysler Group* 80

Legal/Ethical Challenge *Credit-Card Issuers Have Cultures That Focus on Growth by Targeting Financially Strapped People* 81

part two
Individual Behavior in Organizations 83

chapter four
Key Individual Differences and the Road to Success 84

Can an Introvert Guide Facebook to Long-Term Success? 85

Self-Concept 86

Personality: Concepts and Controversy 94

Abilities (Intelligence) and Performance 97

Emotions in the Workplace 101

Paving Your Road to Success with Lessons from OB 107

Summary of Key Concepts 109

OB in Action Case Study *The Best Advice I Ever Got* 110

Legal/Ethical Challenge *Should Managers Play the Guilt Card?* 111

chapter five
Values, Attitudes, Job Satisfaction, and Counterproductive Work Behaviors 112

Why Does Jennifer Simonetti-Bryan Love Her Work? 113

Personal Values 114

Attitudes 119

Key Work Attitudes 124

Job Satisfaction 129

Counterproductive Work Behaviors 134

Summary of Key Concepts 136

OB in Action Case Study *Companies Are Trying to Improve Employee Attitudes during the Recession* 137

Legal/Ethical Challenge *How Would You Handle a School District That May Have Used Webcams to Spy on Students?* 138

chapter six
Social Perception and Attributions 139

Is It Good or Bad to Show Vulnerability? 140

An Information-Processing Model of Perception 141

Stereotypes: Perceptions about Groups of People 148

Self-Fulfilling Prophecy: The Pygmalion Effect 154

Causal Attributions 157

Summary of Key Concepts 161

OB in Action Case Study *Job Offers Are Won and Lost Based on Interviewers' Perceptions of Responses to the Question "What Are Your Weaknesses"* 162

Legal/Ethical Challenge *Is It Okay to Walk Away from a Mortgage When You Can Afford to Pay?* 163

chapter seven
Foundations of Motivation 164

Should Teacher Pay Be Tied to Student Achievement? 165

Content Theories of Motivation 166

Process Theories of Motivation 172

Adams's Equity Theory of Motivation 172

Vroom's Expectancy Theory 177

Motivation through Goal Setting 180

Motivating Employees through Job Design 184

Putting Motivational Theories to Work 189

Summary of Key Concepts 190

OB in Action Case Study *How Should Managers Handle Tough Employment Decisions?* 191

Legal/Ethical Challenge *Should Retrocessions Be Allowed in the United States?* 192

chapter eight
Improving Job Performance with Goals, Feedback, Rewards, and Positive Reinforcement 193

How Does NuStar Do Right by Its Employees by "Doing It Wrong"? 194

Goal Setting 196

Feedback 200

Organizational Reward Systems 206

Positive Reinforcement 211

Summary of Key Concepts 217

OB in Action Case Study *Why DineEquity's CEO Julia A Stewart Manages Like a Teacher* 217

Legal/Ethical Challenge *Is Overtime the Right Way to Go?* 218

part three
Group and Social Processes 219

chapter nine
Group Dynamics 220

How Can Managers Reduce the Pain of a Layoff? 221

Groups in the Social Media Age 223

The Group Development Process 227

Roles and Norms: Social Building Blocks for Group and Organizational Behavior 230

Group Structure and Composition 236

Threats to Group Effectiveness 242

Summary of Key Concepts 247

OB in Action Case Study *Unmasking Manly Men* 248

Legal/Ethical Challenge *My Boss Wants to "Friend" Me Online* 249

chapter ten
Developing and Leading Effective Teams 250

Why Is Great Customer Service Like a Team Sport? 251

Work Teams: Types, Effectiveness, and Stumbling Blocks 252

Effective Teamwork through Cooperation, Trust, and Cohesiveness 260

Teams in Action: Virtual Teams and Self-Managed Teams 267

Team Building and Team Leadership 272

Summary of Key Concepts 276

OB in Action Case Study *Google's "Three-Thirds" HR Team* 276

Legal/Ethical Challenge *You Can Reach Me at the Beach* 277

chapter eleven
Individual and Group Decision Making 278

Why Does Google Rely on Group Decision Making at the Top of the Organization? 279

Models of Decision Making 280

Decision-Making Biases 285

Evidence-Based Decision Making 287

Dynamics of Decision Making 290

Group Decision Making 297

Creativity 304

Summary of Key Concepts 309

OB in Action Case Study *Faulty Decision Making Is a Cause of the Deepwater Horizon Disaster* 310

Legal/Ethical Challenge *How Would You Handle the Early Reporting of Sales?* 311

chapter twelve
Managing Conflict and Negotiating 312

Can Managers Be Too Nice? 313

Conflict: A Modern Perspective 314

Types of Conflict 319

Managing Conflict 325

Negotiation 332

Conflict Management and Negotiation: A Contingency Approach 336

Summary of Key Concepts 336

OB in Action Case Study *Whitney Johnson: "I Lost the Friendship, Along with a Painful Amount of Money"* 337

Legal/Ethical Challenge *Break It Up!* 338

part four
Organizational Processes 339

chapter thirteen
Communicating in the Digital Age 340

How Did Best Buy's CEO Brian Dunn Get Comfortable with Social Media? 341

Basic Dimensions of the Communication Process and Social Media Impacts 342

Interpersonal Communication 349

Organizational Communication 356

How Digital Communication Is Impacting Organizational Behavior 363

Summary of Key Concepts 371

OB in Action Case Study *Go Ahead, Use Facebook* 373

Legal/Ethical Challenge *We Know Where You Are and What You're Doing* 373

chapter fourteen
Influence, Empowerment, and Politics 375

How Did Deborah Dunsire Navigate Her Way to Power as a Cancer Fighter? 376

Organizational Influence Tactics 378

Social Power 381

Empowerment: From Power Sharing to Power Distribution 385

Organizational Politics and Impression Management 392

Summary of Key Concepts 400

OB in Action Case Study *"You're Driving Us Crazy. You've Got to Back Off."* 401

Legal/Ethical Challenge *Payback Time?* 402

chapter fifteen
Leadership 403
Why Was Jack Griffin Fired by Time Warner Inc? 404
What Does Leadership Involve? 405
Trait and Behavioral Theories of Leadership 407
Situational Theories 414
The Full-Range Model of Leadership: From Laissez-Faire to Transformational Leadership 421
Additional Perspectives on Leadership 425
Summary of Key Concepts 431
OB in Action Case Study *Lynn Tilton Uses Her Leadership to Turn Around Failing Companies* 432
Legal/Ethical Challenge *Is It Ethical to Use Subversive Approaches to Influence Others?* 433

chapter sixteen
Organizational Design, Effectiveness, and Innovation 435
How Can Companies Modify Their Meetings to Boost Innovation? 436
Organizations: Definition and Perspectives 437
Organization Design 444
The Contingency Approach to Designing Organizations 448
Getting the Right Fit 451
Organizational Effectiveness (and the Threat of Decline) 453
Organizational Innovation 457
Summary of Key Concepts 463
OB in Action Case Study *Experts Propose a Process for Increasing Innovation* 463
Legal/Ethical Challenge *One of the Fastest Growing Businesses Involves Spying on Consumers? Is This Ethical?* 465

chapter seventeen
Managing Change and Stress 466
Is the Metaphor of a Burning Platform a Good Way to Initiate Organizational Change? 467
Forces of Change 468
Models and Dynamics of Planned Change 472
Understanding and Managing Resistance to Change 482
Dynamics of Stress 488
Summary of Key Concepts 498
OB in Action Case Study *HCL Technologies Transforms Itself to Compete with the Big IT Services Firms* 499
Legal/Ethical Challenge *Is There an Ethical Way to Implement Downsizing without Hurting Your Best Employees?* 500

Photo Credits 501

part one

The World of Organizational Behavior

1 Organizational Behavior: The Quest for People-Centered Organizations and Ethical Conduct

2 Managing Diversity: Releasing Every Employee's Potential

3 Organizational Culture, Socialization, and Mentoring

chapter 1

Organizational Behavior: The Quest for People-Centered Organizations and Ethical Conduct

Learning Objectives

When you finish studying the material in this chapter, you should be able to:

LO.1 Define the term *organizational behavior,* and contrast McGregor's Theory X and Theory Y assumptions about employees.

LO.2 Identify the four principles of total quality management (TQM).

LO.3 Define the term *e-business,* and describe the Net Generation.

LO.4 Contrast human and social capital, and explain why we need to build both.

LO.5 Define the term *management,* and identify at least five of the eleven managerial skills in Wilson's profile of effective managers.

LO.6 Characterize 21st-century managers.

LO.7 Describe Carroll's global corporate social responsibility pyramid, and discuss the problem of moral erosion.

LO.8 Identify four of the seven general ethical principles, and explain how to improve an organization's ethical climate.

LO.9 Describe the sources of organizational behavior research evidence.

Why Is Zappos.com So Good at Zapping the Competition?

There's a good chance you have never heard of Tony Hsieh (pronounced "Shay"), CEO of Zappos.com. But if you are among the legions of satisfied and loyal customers of the online retailer of footwear and other goods, you owe him an enthusiastic high five. Initially as an investor/adviser and eventually CEO, Hsieh guided Zappos from a struggling Internet start-up to a merger with Amazon.com in 2009 for $1.2 billion. Along the way, he helped Zappos develop a zany corporate culture of close-knit employees obsessed with great 24/7 customer service. "Customer Service Isn't Just a Department!" trumpets the firm's website. When the Amazon deal was announced, Hsieh told an all-hands meeting of employees that each of them would receive a free Kindle e-book reader and a retention bonus equal to 40% of their annual salary. Most importantly, he vowed to maintain the company's cherished culture. The following excerpt from Hsieh's new book, *Delivering Happiness: A Path to Profits, Passion, and Purpose*, highlights how Zappos.com came to put people—customers and employees—first.

I e-mailed the entire company several times and got a lot of suggestions and feedback on which core values were the most important to our employees.

I was surprised the process took so long, but we wanted to make sure not to rush through the process because whatever core values we eventually came up with, we wanted to be ones that we could truly embrace. . . .

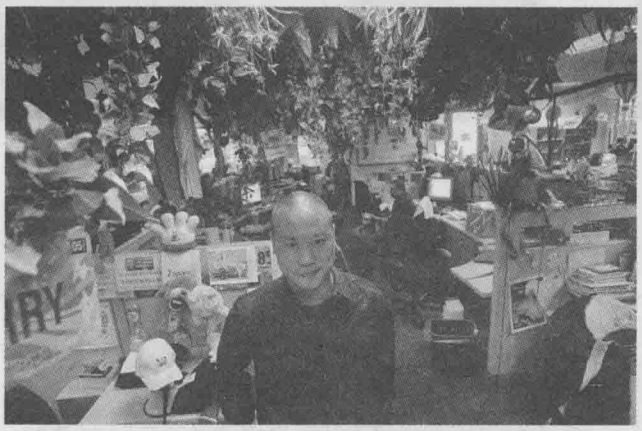
We eventually came up with our final list of ten core values [from an initial list of 37], which we still use today:

1. Deliver WOW Through Service
2. Embrace and Drive Change
3. Create Fun and a Little Weirdness
4. Be Adventurous, Creative, and Open-Minded
5. Pursue Growth and Learning
6. Build Open and Honest Relationships with Communication
7. Build a Positive Team and Family Spirit
8. Do More with Less
9. Be Passionate and Determined
10. Be Humble. . . .

Be Humble is probably the core value that ends up affecting our hiring decisions the most. There are a lot of experienced, smart and talented people we interview that we know can make an immediate impact on our top or bottom line. But a lot of them are also really egotistical, so we end up not hiring them.

Our philosophy at Zappos is that we're willing to make short-term sacrifices (including lost revenue or profits) if we believe that the long-term benefits are worth it. Protecting the company culture and sticking to core values is a long-term benefit.[1]*

* 受篇幅限制，本书所有章节注释请登录人大经管在线（www.rdjg.com.cn）查看。



Zappos's CEO Tony Hsieh likes to mix hard work and fun at the online retailer.

Tony Hsieh does more than just talk about the importance of his company's people; he trusts, empowers, and listens to them. No surprise then that Zappos.com ranked number 6 on *Fortune*'s 2011 "100 Best Companies to Work For" list.[2] Hsieh helped create what Stanford University's Jeffrey Pfeffer calls a "people-centered" organization. Research evidence from companies in both the United States and Germany shows the following seven *people-centered practices* to be strongly associated with much higher profits and significantly lower employee turnover:

1. Job security (to eliminate fear of layoffs).
2. Careful hiring (emphasizing a good fit with the company culture).
3. Power to the people (via decentralization and self-managed teams).
4. Generous pay for performance.
5. Lots of training.
6. Less emphasis on status (to build a "we" feeling).
7. Trust building (through the sharing of critical information).[3]

Importantly, these factors are a *package* deal, meaning they need to be installed in a coordinated and systematic manner—not in bits and pieces.

According to Pfeffer, only 12% of today's organizations have the systematic approaches and persistence to qualify as true people-centered organizations, thus giving them a competitive advantage.[4] To us, an 88% shortfall in the quest for people-centered organizations represents a tragic waste of human and economic potential. Pfeffer recently couched his call for greater people-centeredness in the "green management" term *sustainability*: "Just as there is concern for protecting natural resources, there could be a similar level of concern for protecting human resources."[5] There are profound ethical implications as well, especially during the recent deep recession with millions of layoffs. At people-centered organizations (see Real World/Real People for an inspiring example), layoffs are a very last resort, not a knee-jerk first response to bad news. Both practical experience and research tell us that layoffs hurt everyone, including the "survivors" who keep their jobs. A recent study of 318 companies led to this conclusion: "Three-fourths of 4,172 workers who have kept their jobs say their productivity has dropped since their organizations let people go."[6] Of course, layoffs are sometimes unavoidable. But imaginative people-centered organizations can make layoffs a last resort with tactics such as across-the-board pay cuts and/or reduced hours and voluntary unpaid leaves of absence. Additionally, consider these unique people-centered tactics:

Example. Vermont's Rhino Foods, which makes the cookie dough for Ben & Jerry's ice cream, recently sent 15 factory workers to nearby lip balm manufacturer Autumn Harp for a week to help it handle a holiday rush. The employees were paid by Rhino, which then invoiced its neighbor for the hours worked. President Ted Castle is looking to adopt a similar approach with salaried managers, too. "It's a lot easier to just do the layoff," says Castle. "But in the long term, it's not easier for the business."

Matt Cooper, vice-president of Larkspur (Calif.) recruiting firm Accolo, asked employees to take five days of unpaid leave this quarter but won't dock paychecks until March. If big deals come through, he'll lift the pay cut.[7]

Each of us needs to accept the challenge to do a better job of creating and maintaining people-centered organizations, whatever our role(s) in society—employer/

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