

双 / 语 / 教 / 材

组织行为学

Organizational Behavior

第二版

崔佳颖 编著



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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对组织中人的行为更好地理解、预测和管理,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。为了更好地进行国际接轨,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。主要表现在学生受英语水平所限,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,也给教学造成了一定的障碍。针对上述教学中遇到的困难,作者作为一名讲授组织行为学双语课程的老师,特编写此书。

本书在编写过程中借鉴了目前国内外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的知名专家,如陈春花教授、陈国权教授、肖春余教授等主编的教材。

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，既起到对重点难点的深入解释作用，也提供了很多有意义的补充。这样非常有利于组织行为学双语教学，既解决了用英文教材学生理解深度不够的问题，也能够在基础的组织行为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减轻畏难情绪；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，不会造成以往备注栏里对照中文翻译所形成的依赖。

3. 与国内组织行为实践紧密相关。本教材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，结合实际的国内企业、组织进行分析。

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。本教材在每章末尾，都选取了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，用以增强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。使学生从更加生动、鲜活的影片中了解个体、群体与组织的行为特点，更有利于激发学生的学习兴趣，真正让学生不再被动参与学习，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，提升课堂教学气氛，提高教学效果，也方便学生自学，适合经管类专业的本科、MBA、EMBA 和经管类研究生作为组织行为双语教材或者自学辅助读物。

《组织行为学（双语教材）第二版》，除了调整版式，更加适合本科生阅读外，还补充了大量实验的细节，让学生了解组织行为学理论的来龙去脉。另外还增加了许多新的案例和活动，用组织行为学理论分析并解释当下的事件，能够让学生更好地利用教材自主学习。

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PART ONE
第一篇

Prologue

绪论

CHAPTER ONE Introduction to Organizational Behavior

第1章 组织行为学导论

Learning Objectives^①

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.

① 学习目标:

- 掌握组织行为学的定义;
- 了解学习组织行为学的原因;
- 掌握了解组织行为学研究的内容;
- 了解组织行为学的产生与发展过程;
- 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* 3rd 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** ^① 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 ^② 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 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

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。

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。

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. Figure 1 – 1 provides an overview of the contributions made toward a distinct field of study: organizational behavior.

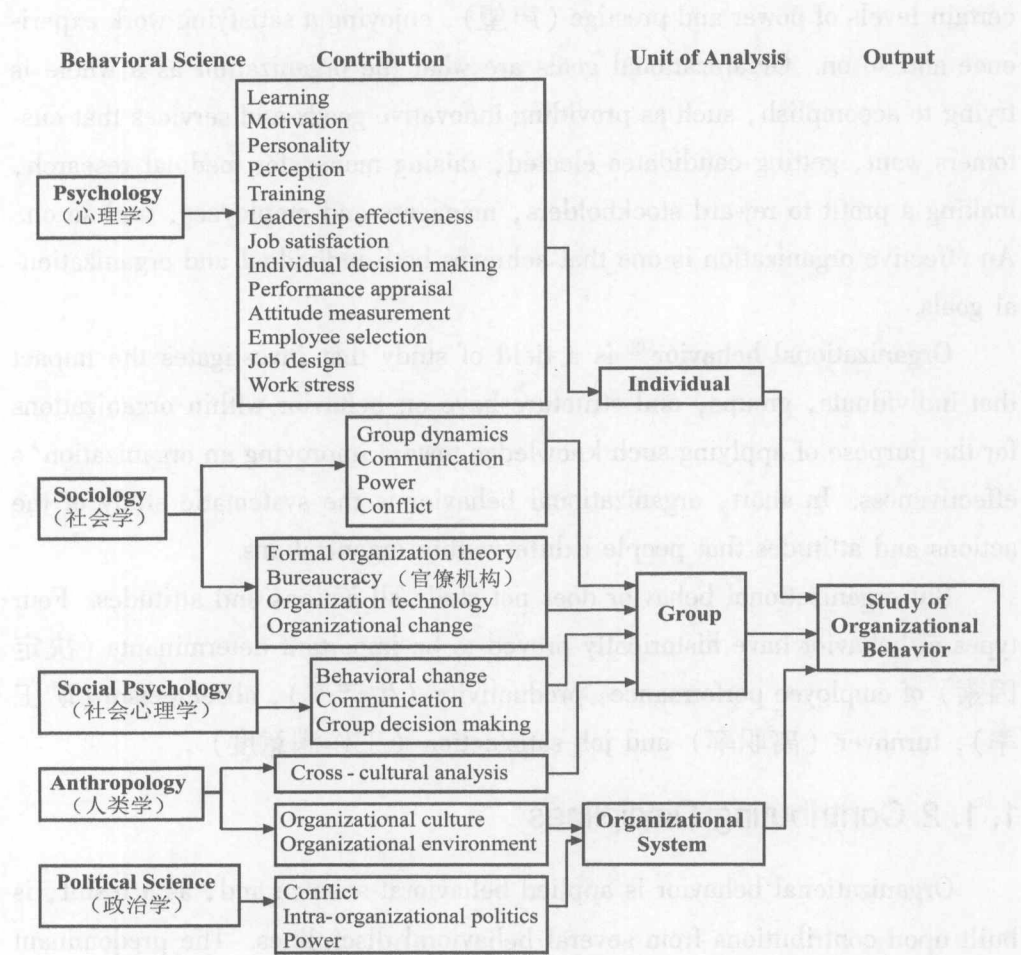


Figure 1 – 1 Contributing Disciplines to the Organizational Behavior Field

Source: Steven P. Robbins Organizational Behavior 11th Edition.

1. 1. 3 Research Chart of Organizational Behavior

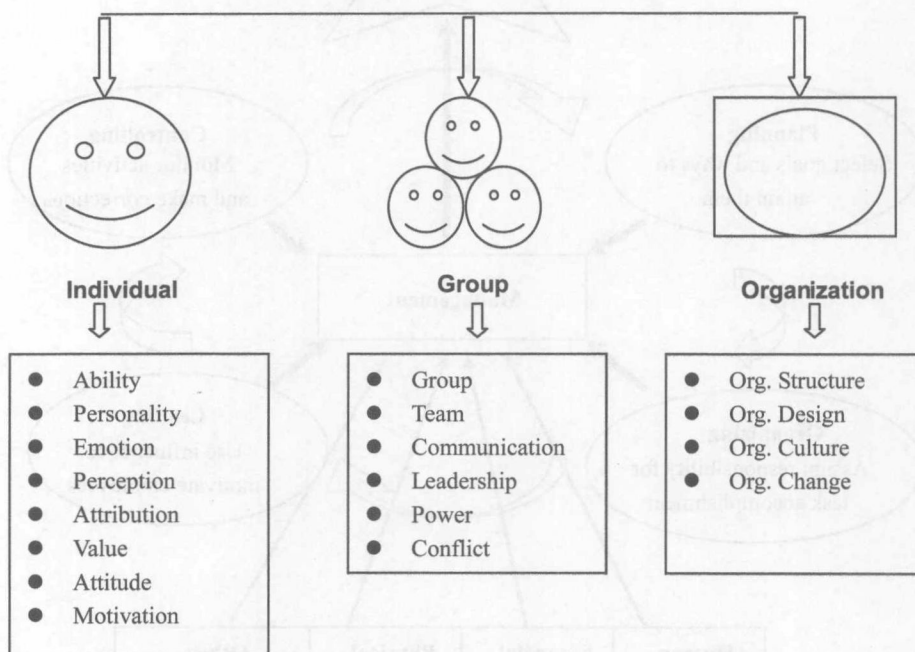


Figure 1-2 Organizational Behavior

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.