

刘力钢 谢名一 ★ 著

西方经典 管理理论

管

THEORIES

THE CLASSIC
WESTERN MANAGEMENT

辽宁人民出版社

刘力钢 谢名一 著

西方经典 管理理论

THE CLASSIC
WESTERN MANAGEMENT
THEORIES

©刘力钢 谢名一 2013

图书在版编目(CIP)数据

西方经典管理理论 / 刘力钢, 谢名一著. —沈阳:
辽宁人民出版社, 2013.10

ISBN 978-7-205-07791-4

I. ①西… II. ①刘… ②谢… III. ①管理学—研究
—西方国家 IV. ①C93

中国版本图书馆 CIP 数据核字 (2013) 第241781号

出版发行: 辽宁人民出版社

地址: 沈阳市和平区十一纬路 25 号 邮编: 110003

电话: 024-23284321 (邮 购) 024-23284324 (发行部)

传真: 024-23284191 (发行部) 024-23284304 (办公室)

<http://www.lnpublish.com.cn>

印 刷: 辽宁奥美雅印刷有限公司

幅面尺寸: 170mm × 240mm

印 张: 22.25

字 数: 370千字

出版时间: 2013 年 10 月第 1 版

印刷时间: 2013 年 10 月第 1 次印刷

责任编辑: 王丽竹

装帧设计: 先知传媒

责任校对: 周 健

书 号: ISBN 978-7-205-07791-4

定 价: 42.00元

前 言

管理是一项非常复杂的系统工程，管理的过程受到诸多因素的影响，管理的效率来源于管理理论的指导和管理实践的经验积累，管理理论在管理的过程中起到重要的作用。历史上诸多学者对管理理论的提出和演进过程都做了深入的研究，但重点是从管理思想史的角度进行的，即从时间维度和理论及代表人物维度进行的研究。本书的重点是在已有研究的基础上，对理论的重要性和经典性进行研究，从而构建西方经典管理理论形成与演进的框架。

西方管理理论形成经过四个阶段，即早期管理思想、古典管理理论（20世纪初）、行为科学管理理论（20世纪20年代）、现当代管理理论（20世纪80年代后）。在管理理论形成的不同阶段产生了不同的主流管理思想和流派。早期的主要代表思想包括柏拉图和亚里士多德、马基雅维利、托马斯·莫尔等人的主要理论。古典管理理论包括科学管理理论和古典组织理论，主要理论和代表人物有：泰勒的科学管理理论，亨利·福特的规模生产理论，甘特的生产管理控制理论，弗兰克·吉尔布雷斯的动作研究理论，法约尔的一般组织管理理论，韦伯的行政集权组织管理理论、厄威克、古利克管理系统化理论等。行为科学管理阶段的理论主要包括：早期的人际关系学说、个体行为理论、群体行为理论、组织行为理论。人际关系学说的代表人物是乔治·埃尔顿·梅奥。个体行为理论包括：马斯洛的需求层次理论、赫茨伯格的双因素理论、麦格雷戈的成就需要理论、弗鲁姆的期望值理论、波特—劳勒的激励模型理论、亚当斯的公平理论、凯利和韦纳的归因理论、斯金纳的强化理论、麦格雷戈的X-Y理论、阿吉里斯的个性发展理论、沙因的复杂人假设理论。群体行为理论包括、勒温的群体动力学理论、贝尔森、斯坦纳的信息

交流理论、莫雷诺等的群体成员及相互关系理论。组织行为理论包括：亨利等人的领导理论、斯托格第和沙特尔的双因素模式理论、布莱克和莫顿的管理方格图理论、利克特的支持关系理论、卡斯特等的组织变革理论、威廉·大内的Z理论。现代管理理论包括孔茨的管理过程学派、巴纳德的社会系统学派、西蒙的决策理论学派、卡斯特的系统管理学派、德鲁克的经验主义学派、劳伦斯和洛希的权变理论学派、兰彻斯特和希尔的管理科学学派、明茨伯格的经理角色学派。当代管理理论包括：迈克尔·波特的竞争战略理论、彼得·圣吉的学习型组织理论、伯格·沃纳菲尔特等资源基础理论、普拉哈拉德和哈默的核心能力理论、布尔迪厄等的社会资本理论、戴明的质量管理理论、钱皮企业再造理论、沙因和霍夫斯坦德的企业文化理论、布伦兰特的可持续发展理论等。

西方管理理论博大精深，要想对所有的理论进行深入了解和把握是一项十分浩大的工程。本书力图在这些理论管理丛林中选择一些经典性的理论，为学习和研究者提供一个精选的读本。对经典管理理论选择的原则和标准是：首先，理论的代表性。理论发展过程中在不同阶段会有不同的代表人物和思想，但是在人们对理论应用的过程中，很多理论应用的频率和认可度有所不同。因此，在选择过程中重点选择了应用频率高且具有通识性的代表人物和理论内容；其次，时间的因素。经典理论一定是要经过长期的实践检验，不断地应用和修正才具有科学性，从而表现出经典的特征；再次，理论应用的权威性。理论一定要在应用中才能体现出是否具有经典的特征，应用过程可以通过管理的实践、权威刊物的检验。经典的理论一定是为知名的企业应用，被学者在研究中不断地引用，在国际有影响期刊中发表的。基于上述的选择标准，本书对西方管理理论进行了一定的选择研究。

书中重点研究的是西方管理主流学派的经典理论，视角也放在了主流理论痕迹十分明显的发展阶段。对于经典理论的梳理，没有更多地从管理理论发展的史实进行深入的研究，也没有更深入地对某一理论产生的背景进行全面的分析，更多的是立足于经典理论的定位，提炼出有经典性的代表人物及理论内容。当然，对于当代西方理论的产生和发展以及未来理论的发展趋势也不是本书的研究重点，只是进行了一般性的概括分析。

本书的写作目的是想打开理论研究的窗口，能够较为全面地对西方管理理论

的产生、发展有一个较深入的了解,在头脑中建立一个很好的管理理论体系。从研究的角度看,没有一个坚实的理论基础,就不可能对理论和实践问题给予科学的回答和解释。只有真正地对管理理论研究透彻,系统地把握,才能应用自如。目前,很多人学术浮躁,研究问题只注重现象的解释,不能从理论的深度进行分析,重要的原因是缺少理论根基的支撑。许多企业发展之所以不可持续,也是源于企业家和管理者的理论缺失造成的。长时间以来,在管理理论研究的过程中出现了一些误区,对企业管理问题研究时更多地用经济学的理论去加以解释和分析,误以为经济学理论就是管理学的理论。我们承认,管理理论的很多思想来源于经济学的理论。从学科的发展来看,管理学科是从经济学科的基础上分离出来的,但自从管理学科成为一门独立学科之后,就有了自己的理论体系和研究内容。管理学和经济学研究的对象、方法和内容都有很大的区别。经济学主要研究的是宏观的问题,即使研究微观的问题也是将很多假设作为不变的因素。经济学更多的是为政府提供决策依据、研究有限的资源如何在全社会进行有效的配置。管理学更多的是针对企业的微观活动研究如何能更多地占有有限的资源,实现市场更高的占有率,甚至实现市场的垄断。经济学研究社会收入分配的公平性和有效地扩大税收,增加财政收入,管理学研究的是如何在企业发展的过程中,在合法的前提下进行税收筹划,实现合理的避税。如果在实践过程中不能很好地将经济学和管理学的理论加以界定,在理论指导上就会出现偏差。因此,经典管理理论的学习和研究对提高企业的竞争水平和构建企业可持续发展能力有着重要的作用。

本书是在前人对西方管理理论研究的基础上,通过大量的文献检索和经典理论的梳理,以管理理论发展和主要贡献为前提假设进行研究的。本书创新点不是提出新的理论和对理论形成的历史断代提出新的观点。本书主要创新工作是,根据作者在长期的科研和教学过程中对管理理论的研究基础上,对西方管理理论进行较为全面的梳理从而进行科学合理的经典理论选择,并且对不同时期的理论进行概括的总结和关系的描述,旨在能为研究管理理论的人们提供一个具有西方管理理论精髓的读本。

全书共分三篇:第一篇西方古典管理理论;第二篇行为科学管理理论;第三篇现当代管理理论。

本书的写作过程参考了诸多学者的著作和大量文献，在此表示感谢。研究生张晗、于红波、石颖、战明也参与了一定的工作。

本书具有一定的创新和研究痕迹，如果能为管理理论学习和研究的读者提供一些有价值的东西，是我们的最大欣慰。

作 者

2013 年 1 月

Preface

Management is a very complex systematic engineering; the management process is affected by many factors. The efficiency of management roots in the guidance of the management theories and the experience accumulation of management practices, therefore, management theories play a very important role in the management process. Historically, many scholars have performed an in-depth research on the proposal of management theories and their evolvement, however, most of them were focusing on the history of management philosophy, that is, from the timeline, the theory and the key figures of the theory perspectives. The emphasis of this book, based on the existing research, conducts a research on the importance and classicality of the theory, and constructs a framework that indicates the formation and evolvement of classic western management theories.

There are four stages in the development of western management theories, which are the early management thoughts, classic management theories (early 20th century), behavioral science management theory (1920s), and contemporary management theories (after 1980s). At the different stages, different mainstream schools and thoughts were developed. The early stage thoughts include the theories proposed by Plato, Aristotle, Machiavelli, and Thomas More, etc. The classic management theories include scientific management theory and classic organizational theory. The major theories and representatives are: Taylor's Scientific Management Theory, Henry Ford's Mass Production Theory, and Gantt's Production Management Control Theory, and Frank

Gilbreth's Motion Studies Theory, Fayol's General Organization Management Theory, Weber's Administrative Centralization Organization Theory and Urwick and Gullick's Management System Theory. The theories of Behavioral Science management stage include: Early Human Relation Theory, Individual Behavior Theory, Group Behavior Theory, and Organizational Behavior Theory. The representative of Human Relations theory is George Elton Mayo. The Individual behavior theories include: Maslow's Hierarchy of Needs theory, Herzberg's Two Factors Theory, McClelland's Need of Achievement theory, Vroom's Expectation Theory, Porter-Lawler's Incentive Value Model Theory, Adam's Equity Theory, Kelley and Weiner's Attribution Theory, Skinner's Reinforcement Theory, McGregor's X-Y Theory, Argyris' Personality Development theory and Schein's Complex Man Assumption. The group behavior theories include Lewin's Group Dynamics Theory, Information Communication Theory, Group Members and Interrelations theory. Organizational theories include Henry et al's Leadership Theory, Stogdill and Shartle's Two Factors Model Theory, Blake and Mouton's Managerial Grid Theory, Likert's support Relation Theory, Kast's organization Change theory, and William Ouchi's Z Theory. The Modern management theories include: Konntz' Management Process school, Barnard's Social System Group, Simon's Decision School, Kast's System Management School, Peter Drucker's Empiricism School, Lawrence and Lorsch's Contingency Theory, Lanchester and Hill's Management Science School, and Henry Mintzberg's Manager Role school. The contemporary management theories include Michael Porter's Competitive Strategy Theory, Peter Senge's Learning Organization Theory, Birger Wernerfelt et al's Resource-based Theory, Prahalad and Hamel's Core Competency Theory, Pierre Bourdieu et al's Social Capital Theory, Deming's Total Quality Management Theory, Champy's Business Reengineering Theory, Schein and Hoft Costandaa's Enterprise culture theory, Brundtland's Sustainable Development Theory.

The western management theories are a vast and profound system, and it is a huge project to have a deep and thorough understanding and mastery. In this book the author

have chosen the classic theories to provide a selected edition for the researchers who are interested in management theories. The principles and standards this book adopted in selecting theories are: firstly, the representativeness of the theory. In the process of a theory being developed, there were different representatives and theories at different stages, however, in the process of the implementation of theories, the frequencies and acceptances are different, therefore, the authors mainly select the theories and figures which have high application frequencies and vast recognition; Secondly, time factor. Classic theories must have been tested by practice through a long period of time, have been applied and amended, thus its scientificity and typicality were reflected and they can be claimed as classic. Thirdly, the authority of the theoretical application. Only in the applied process can the theories reflect the characteristics of classicity, the process of application can be tested by management practices and the authoritative journals. The classic theories must be implemented by the well-known enterprises, quoted by many researchers and published in international influential journals, which is the standard adopted in this book.

The focus of this book is the classic theories of western management mainstream schools; the perspective is also on the stages with very distinctive mainstream theories characteristics. The sorting of the classic theories is neither to research further on the evolution history of the management theories, nor to discuss thoroughly on the background of one particular theory, but more on the positioning of the classic theories, and then extracted classic key figures and theory contents. Moreover, the discussion of the proposal and development of contemporary western management theories and the development trends of the future theories are also not the focus of this book, in this book, these aspects are just generalized.

The purpose of this book is to provide a pathway for further research on the theories, and provide an overall understanding of how western management theories were proposed, developed and formed a good system of management theories. From the research perspective, without a solid theoretical foundation, it will be impossible

to give a scientific explanation for other theories and practices. Only by a thoroughly research of the theories and mastering them systematically, can the theories be used skillfully. Currently, many researches lack of depth, only explain the surface of some issues, but not to go for a deep analysis theoretically, the main reason for which is lack of solid theoretical foundation. Many enterprises cannot develop sustainably, since the entrepreneurs or the managers do not have an understanding of management theories. For a long period of time, there are some misunderstandings that economic theories are management theories; many issues happened in the enterprise management are to be explained by economic theories. We admit that many management theories were evolved from economic theories. From the perspective of the development of the disciplines, management is also evolved from economics, but since it became a separate discipline, it has had its own system of theories and research contents. The research objects, methods and contents are all different between management and economics. The focus of Economics are family on the Macro issues, and even for the micro issues, its assumption is also based on some unchangeable factors. Economics functions is to provide evidence for government decision-making to research on how to allocate the limited resources effectively in the whole society. Management is about the research on the micro activities of enterprises, and about how to possess the limited resources to realize the higher market share, even market monopoly. Economics is about the research on the fairness of the social distribution and how to expand tax income effectively and crease fiscal revenue, while management is about the research on how to make tax planning to avoid tax legally in the enterprises development. If cannot define the economic and management theories cannot be differentiated in implementation, there will be discrepancies in the theoretical instruction. Therefore, the study of the classic management theories will play an important role in improving the competitiveness and constructing the sustainability of enterprises.

Based on the researches on the western management theories, the authors consult the references, and sorts out the classic theories. The innovation of this book is not

proposing new theories new points about the timetable of theoretical formulation, but based on the authors long-term research and teaching in management theories, this book thoroughly sorts and scientifically selects theories and to generalizes by chart or provides relational description of the theories in different periods, with the aim of providing the researchers on western management theories a selected version to read.

There are three sections in this book, the first section is classic western management theory, the second section is the behavioral science management theories, and the third section is the contemporary management theories.

The authors are very grateful for all the scholars and their works that provides the references for the writing of this book. The master students Zhang Han, Yu Hongbo, and Shi Ying and Zhan Ming also participate in the writing of this book.

The authors believe that this book is of value and innovation and hopefully it can bring value to readers as well.

Authors

January 2013

目 录

前 言	1
-----	---

第一篇 西方古典管理理论

第一章 古典管理理论概述	2
第二章 科学管理理论	6
第一节 泰勒科学管理理论	6
第二节 甘特生产管理控制理论	17
第三节 吉尔布雷斯动作研究理论	22
第四节 福特的规模生产理论	28
第三章 古典组织理论	32
第一节 法约尔一般组织管理理论	33
第二节 韦伯行政集权组织管理理论	50
第三节 厄威克和古利克管理系统化理论	59

第二篇 行为科学管理理论

第四章 行为科学管理理论概述	66
第五章 梅奥人际关系学理论	71
第一节 梅奥及其代表作	71
第二节 霍桑实验及人际关系学说	72

第六章 个体行为理论	85
第一节 马斯洛需求层次理论	85
第二节 赫茨伯格双因素理论	91
第三节 麦格雷戈成就需要理论	95
第四节 弗鲁姆期望值理论	102
第五节 波特—劳勒激励模型理论	106
第六节 亚当斯公平理论	110
第七节 凯利和韦纳归因理论	113
第八节 斯金纳强化理论	119
第九节 麦格雷戈 X—Y 理论	123
第十节 阿吉里斯个性发展理论	131
第十一节 沙因复杂人假设理论	148
第七章 群体行为理论	152
第一节 勒温群体动力学理论	152
第二节 贝尔森、斯坦纳信息交流理论	156
第三节 莫雷诺等群体及成员相互关系理论	163
第八章 组织行为理论	168
第一节 亨利等人的领导理论	169
第二节 斯托格第、沙特尔双因素模式理论	171
第三节 布莱克、莫顿管理方格图理论	173
第四节 李克特支持关系理论	176
第五节 卡斯特等组织变革理论	182
第六节 威廉·大内 Z 理论	185

第三篇 现当代管理理论

第九章 现当代管理理论概述	194
第十章 现代管理理论	200
第一节 孔茨管理过程学派	200
第二节 巴纳德社会系统学派	207

第三节	西蒙决策理论学派	215
第四节	卡斯特系统管理学派	226
第五节	德鲁克经验主义学派	233
第六节	劳伦斯、洛希权变理论学派	240
第七节	兰彻斯特、希尔管理科学学派	248
第八节	明茨伯格经理角色学派	253
第十一章	当代管理理论	258
第一节	波特竞争战略理论	258
第二节	圣吉学习型组织理论	265
第三节	沃纳菲尔特等资源基础理论	269
第四节	普拉哈拉德、哈默核心能力理论	276
第五节	布尔迪厄等社会资本理论	288
第六节	戴明质量管理理论	298
第七节	钱皮企业再造理论	302
第八节	沙因、霍夫斯坦德企业文化理论	309
第九节	布伦特兰可持续发展理论	320
主要参考文献		329

Table of Contents

Preface	1
---------------	---

Section One: Classic Western Management Theories

Chapter 1: Introduction of Classic Management Theories	2
Chapter 2: Scientific Management Theory	6
1. Taylor's Scientific Management Theory	6
2. Gantt's Production Management Control Theory	17
3. Gilbreth's Motion Studies Theory	22
4. Ford's Mass Production Theory	28
Chapter 3: Classic Organization Theories	32
1. Fayol's General Organization Management Theory	33
2. Weber's Administrative Centralization Organization Theory	50
3. Urwick and Gullick's Management System Theory	59

Section Two: Behavioral Science Management Theories

Chapter 4: Introduction of Behavioral Science Management Theories	66
--	----

Chapter 5: Mayo’s Human Relations Theory 71

1. Mayo and His Representative Works 71

2. Hawthorn Experiment and Human Relations Theory 72

Chapter 6: Individual Behavior Theories 85

1. Maslow’s Hierarchy of Needs Theory 85

2. Herzberg’s Two Factor Theory 91

3. McClelland’s Need of Achievement Theory 95

4. Vroom’s Exception Theory 102

5. Portor–Lawler’s Incentive Model Theory 106

6. Adam’s Equity Theory 110

7. Kelley and Weiner’s Attribution Theory 113

8. Skinner’s Reinforcement Theory 119

9. Douglas McGregor’s X–Y Theory 123

10. Argyris’ Personality Development Theory 131

11. Schein’s Complex Man Hypothesis Theory 148

Chapter 7: Group Behavior Theories 152

1. Lewin’s Group Dynamics Theory 152

2. Berelson and Steiner’s Information Communication Theory 156

3. Sherif and Brown’s Group and Its Members Interrelation Theory 163

Chapter 8: Organizational Behavior Theories 168

1. Henry et al’s Leadership Theory 169

2. Stogdill and Shartle’s Two Factor Model Theory 171

3. Blake and Mouton’s Managerial Grid Theory 173

4. Likert’s Support Relation Theory 176

5. Kast’s Organization Change Theories 182

6. William Ouchi’s Z Theory 185