



“十二五”普通高等教育规划教材·经管系列

主 编/任志霞

副主编/张世云 刘 璇 陈 静

管理沟通双语教程

Managerial Communication



清华大学出版社



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014060530

C93-43
291

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北航

C1747913

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007030910

内 容 简 介

管理沟通是一门实践性很强的课程。本书将管理沟通的理论知识与基本技能紧密结合,在理论阐述的基础上注重提升读者的实际操作能力。本书内容涵盖四大模块:一、管理沟通基础,在提出基本概念的基础上,阐述有效沟通的原理、沟通策略的选择;二、个人沟通技能,探讨倾听和面谈技能、口头沟通中的演讲与视觉辅助手段、笔头沟通中的商务信函写作;三、组织沟通技能,介绍组织内部和外部沟通、会议组织与沟通;四、管理沟通专题,包括非言语沟通、跨文化沟通以及冲突沟通等。

本书可作为高等院校经济管理类专业本科生、研究生,以及 MBA、EMBA 相关课程的学习教材,也可作为企业经营管理者培训参考用书。

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图书在版编目(CIP)数据

管理沟通双语教程:英文/任志霞主编. —北京:清华大学出版社,2014

“十二五”普通高等教育规划教材·经管系列

ISBN 978-7-302-36671-3

I. ①管… II. ①任… III. ①管理学-双语教学-教材-英文 IV. ①C93

中国版本图书馆 CIP 数据核字(2014)第 112889 号

责任编辑:邓 婷

封面设计:康飞龙

版式设计:文森时代

责任校对:耿乔红

责任印制:何 芊

出版发行:清华大学出版社

网 址: <http://www.tup.com.cn>, <http://www.wqbook.com>

地 址:北京清华大学学研大厦 A 座 邮 编:100084

社 总 机:010-62770175 邮 购:010-62786544

投稿与读者服务:010-62776969, c-service@tup.tsinghua.edu.cn

质 量 反 馈:010-62772015, zhiliang@tup.tsinghua.edu.cn

印 装 者:北京密云胶印厂

经 销:全国新华书店

开 本:185mm×230mm

印 张:23.5

字 数:497 千字

版 次:2014 年 9 月第 1 版

印 次:2014 年 9 月第 1 次印刷

印 数:1~3000

定 价:42.80 元

产品编号:057070-01

前言

美国著名的未来学家约翰·奈斯比特曾经指出：“未来竞争是管理的竞争，竞争的焦点在于每个社会组织内部成员之间及其与外部组织的有效沟通上。”管理的过程是一个通过发挥各种管理职能来充分调动人的积极性、提高组织机构效能、实现共同目标的过程。沟通从一定意义上讲，就是管理的有效方式。管理离不开沟通，沟通渗透于管理的各个方面。那么，管理过程中如何做到沟通的畅通无阻？如何与组织内外的成员构建良好的人际关系？如何在沟通的过程中做到有效倾听？如何进行具有说服力的商务演讲？如何组织召开高效的会议？如何撰写清晰流畅的商务信函？这些都是“管理沟通”课程需要解决的问题。

“管理沟通”课程始于西方的 MBA 教育，最早由哈佛商学院将其列为 MBA 的主修课程之一。国外的“管理沟通”教学强调互动，通过学生的亲身参与来体会和掌握有效沟通的方法。国内对于该课程的关注始于 1999 年清华大学组织召开的第一届“管理沟通”教学研讨会。经过近十五年的发展，目前国内开设该课程的高校已非常普遍，引进版和本土版的教材越来越多，对其教学体系构思、教学方法创新等方面的探索亦日趋成熟。

在长期的教学中，我们一直在思考以下问题：如何在教学过程中加强师生的互动，调动学生的学习热情？如何理论联系实际，使抽象的沟通原理和技巧深入浅出？因此，本书在充分借鉴和学习国内外优秀教材的基础上，采用中英文双语进行编写，既能让读者从英文原著中掌握沟通的理论知识，又能通过中文案例和课堂实训增强读者在工作和生活中灵活运用所学到的沟通技能的能力。

本书内容涵盖四大模块，共十二章。第一模块为管理沟通的基础，以专业内容为基础（Content-based），介绍管理沟通导论和管理沟通策略。第二模块和第三模块以语言技能为基础（Skill-based），是理念与技能的结合。其中，第二模块主要介绍个人沟通技能，包括倾听与反馈、演讲、谈判、会见与面试以及书面沟通；第三模块主要介绍组织沟通技能，包括组织沟通与会议沟通。第四模块为管理沟通专题，是混合类部分（Hybrid），包括非言语沟通、跨文化沟通以及冲突沟通等。本教材中每章由导读、课文、词汇与专业术语、案例分析、课堂实训、问题讨论和课外阅读组成，其特色主要体现在：

（1）英文课文在参考了国外经典著作的基础上写成，并辅以中文释义参考，流畅易懂，符合中国读者的英语阅读水平。

（2）中英文案例短小精悍，典型实用。本书既有国外典型案例，也有中国本土案例，富有启发性，有助于教师进行案例教学。

（3）课堂实训通过情景设置、小组讨论、破冰游戏、心理测试等环节，将管理沟通

技能运用到实际问题的解决中，有助于培养读者的实际应用能力。

(4) 每一章最后列出中英文学习参考文献，可以帮助读者了解学科前沿研究成果，增强读者的自主学习能力和研究水平。

本书是重庆邮电大学经济管理学院工商管理系诸多老师的辛勤付出和集体智慧的结晶。本书具体的编写工作分工如下：刘璇编写第1、3、10章，任志霞编写第2、4、8、12章，陈静编写第5、9章，张世云编写第6、7、11章。硕士研究生张长洪、文思畅同学在资料收集、文字校对、审核等方面做了大量工作。最后，全书由任志霞负责统纂、修改、定稿。

本书在编写过程中，吸收和借鉴了国内外管理沟通方面的相关教材、专著、案例和文献资料，在此谨向各位作者表示真诚的感谢。此外，本书的出版得到了清华大学出版社领导及邓婷编辑的热情支持和大力帮助，在此，我们一并表示最衷心的感谢！

由于时间仓促和作者水平有限，书中难免存在错谬之处，敬请广大读者批评指正，以便再版时得以更正和完善。

任志霞

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Chapter 1 Introduction to Management Communication

Introduction

All of us know that man is a social animal. He cannot survive in isolation. As a member of the society he is dependent on others. For most of the things he has to take help from others. But the question is, how does one know what the other wants? One has to convey his feelings, thoughts, ideas, requirements, experiences, etc. to another in such a way that the latter understands those correctly. The same thing happens with business also. It provides information to the customers, government, owners, employees, etc. and at the same time receives information from them.

After studying this lesson, you will be able to:

- define communication;
- state the elements of the communication process;
- explain the importance of communication in business;
- identify the types of communication;
- describe different means of communication.

【本章内容概要】

众所周知，具有社会性的人不能脱离他人而存在，他和社会中的其他人相互依存。因此，他必须要了解他人的想法，并且能表达自己的意见，他必须要以对方能理解并接受的方式表达自己的感觉、想法、意见、要求和经验。在商业环境中，我们同样需要与客户、政府、所有者和雇员进行信息交流。因此，你必须明白什么是沟通，沟通过程的组成要素，沟通在商业中的重要性，沟通的类型和沟通的不同方法。

Text

Section 1: Defining Communication

1. Communication

Every day you talk to the members of your family, friends and relatives on various matters.

You receive letters from your friends and relatives on different occasions. You also reply to their letters. Sometimes to convey urgent message you send telegrams or make telephone calls. In this process you are able to share the information with others. Similarly they also share their experiences with you. You must have observed that in an office the officer rings a bell to call the attendant; people stop their vehicle at road-crossings after looking to the red light of the traffic signal and then start moving after seeing the green light. Also in a school, students assemble for prayer after hearing the school bell. Through these means some message is conveyed and understood even without speaking or writing. All these activities of sharing or exchanging information, ideas and experiences between two or more persons are known as communication.

With every interaction, whether active or passive, we find ourselves communicating with other people. Even our silence connotes some intention, which others may interpret at their discretion. Whether by artifact or by attendance, every human being constantly participates in the process of communication. The field of Communication Theory exists at a crossroads of Psychology and Sociology, borrowing heavily from each, illuminating a process that defines what it is to be human.

Communication is the activity of conveying information. Communication has been derived from the Latin word “communis”, meaning to share. Communication requires a sender, a message, and an intended recipient, although the receiver need not be present or aware of the sender’s intent to communicate at the time of communication; thus communication can occur across vast distances in time and space. Communication requires that the communicating parties share an area of communicative commonality. The communication process is complete once the receiver has understood the message of the sender. Feedback is critical to effective communication between parties. Communication may be defined as - “A process of sharing facts, ideas, opinions, thoughts and information through speech, writing, gestures or symbols between two or more persons”.

【中文释义概要】

人类时时刻刻都在进行沟通活动。沟通是一个传递信息的活动，它可以被定义为“沟通者和沟通对象之间通过话语、写作、体态和信号共同分享事实、想法、意见和信息的过程”。

2. Management Communication

At the Communication in today’s business place has become more complex, with the introduction of technology presenting both opportunities and challenges. Robust organizations demand effective communicators that can effectively manage business and organizational changes, concerns or events using technological as well as traditional means.

Management Communication is about the movement of information and the skills that facilitate it—speaking, writing, listening, and processes of critical thinking - but it's more than just skill. It's also about understanding who you are, who others think you are, and the contributions you as an individual can make to the success of your business. It's about confidence—the knowledge that you can speak and write well, that you can listen with great skills as others speak, and that you can both seek out and provide the feedback essential to your survival as a manager and a leader.

Management Communication is goal oriented. The rules, regulations and policies of a company have to be communicated to people within and outside the organization. Management Communication is regulated by certain rules and norms. In early times, management communication was limited to paper-work, telephone calls etc. But now with advent of technology, we have cell phones, video conferencing, emails, and satellite communication to support management communication. Effective management communication helps in building goodwill of an organization.

Effective Communication is significant for managers in the organizations so as to perform the basic functions of management, i.e., Planning, Organizing, Leading and Controlling. Communication helps managers to perform their jobs and responsibilities. Communication serves as a foundation for planning. All the essential information must be communicated to the managers who in-turn must communicate the plans so as to implement them. Organizing also requires effective communication with others about their job task. Similarly leaders as managers must communicate effectively with their subordinates so as to achieve the team goals. Controlling is not possible without written and oral communication.

Managers devote a great part of their time in communication. They generally devote approximately 6 hours per day in communicating. They spend great time on face to face or telephonic communication with their superiors, subordinates, colleagues, customers or suppliers. Managers also use Written Communication in form of letters, reports or memos wherever oral communication is not feasible.

Thus, we can say that “effective communication is a building block of successful organizations”. In other words, communication acts as organizational blood.

【中文释义概要】

“管理沟通”是目标导向的，它是沟通者为了获取沟通对象的反馈而向对方传递信息的全部过程，它被公司的规则、政策和条文所限定。有效的沟通对管理者执行基本管理职能具有重大意义，它能帮助管理者更好地完成他们的工作和履行他们的职责。

3. Importance of Communication in an Organization

Communication is neither transmission of message nor message itself. It is the mutual exchange of understanding, originating with the receiver. Communication needs to be effective in business. Communication is essence of management. The basic functions of management (Planning, Organizing, Staffing, Directing and Controlling) cannot be performed well without effective communication. Management communication involves constant flow of information. Feedback is integral part of business communication. Organizations these days are very large. It involves a number of people. There are various levels of hierarchy in an organization. Greater the number of levels, the more difficult is the job of managing the organization. Communication here plays a very important role in process of directing and controlling the people in the organization. Immediate feedback can be obtained and misunderstandings if any can be avoided. There should be effective communication between superiors and subordinated in an organization, between organization and society at large (for example, between management and trade unions). It is essential for success and growth of an organization. Communication gaps should not occur in any organization.

The importance of communication in an organization can be summarized as follows:

- Communication promotes motivation by informing and clarifying the employees about the task to be done, the manner they are performing the task, and how to improve their performance if it is not up to the mark.
- Communication is a source of information to the organizational members for decision-making process as it helps identifying and assessing alternative course of actions.
- Communication also plays a crucial role in altering individual's attitudes, i.e., a well informed individual will have better attitude than a less-informed individual. Organizational magazines, journals, meetings and various other forms of oral and written communication help in building employee's attitudes.
- Communication also helps in socializing. In today's life the only presence of another individual fosters communication. It is also said that one cannot survive without communication.
- Communication helps controlling organizational member's behavior in various ways. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization. They must comply with organizational policies, perform their job role efficiently and communicate any work problem and grievance to their superiors. Thus, communication helps in controlling function of