

THOMSON

达夫特

(美) Richard L. Daft 著

MANAGEMENT

SEVENTH EDITION

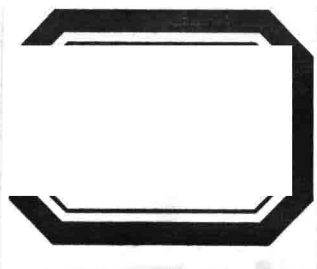
管理学

第7版
(英文版)



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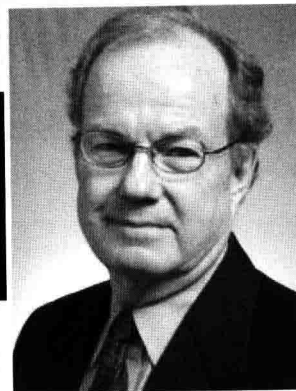
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理查德·L.达夫特

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Management, 7th ed.

Richard L. Daft

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出 版 说 明

为了适应经济全球化的发展趋势，满足国内广大读者了解、学习和借鉴国外先进的管理经验和掌握经济理论的前沿动态，清华大学出版社与国外著名出版公司合作影印出版一系列英文版经济管理方面的图书。我们所选择的图书，基本上是已再版多次、在国外深受欢迎、并被广泛采用的优秀教材，是该领域中较具权威性的经典之作。

本书是美国管理界知名学者达夫特的力作，迄今已再版至第7版。本书作为一本崭新的管理学著作，几乎囊括了当今国际管理学界的各个主要领域。大量崭新、详实的案例是本书的另一大特色。本书的中文翻译版也将由我社出版。

感谢汤姆森学习出版集团对清华大学出版社独家授予本书的影印版版权，使我们能够将这本深受读者喜爱的管理学教科书原汁原味地奉献给更多的中国读者，使读者能够既轻松地学习管理学，又感受到达夫特教授的语言魅力。在本书的审阅过程中，我们得到了南开大学商学院韩经纶老师的热心帮助和支持，在此表示感谢！

由于原作者所处国家的政治、经济和文化背景等与我国不同，对书中所持观点，敬请广大读者在阅读过程中注意加以分析和鉴别。

欢迎广大读者给我们提出宝贵的意见和建议，同时也欢迎有关的专业人士向我们推荐您所接触到的国外优秀图书。

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Preface

Managing in Turbulent Times: Unlocking Creative Solutions

In light of the dramatic and far-reaching events of the early twenty-first century, the central theme being discussed in the field of management is the pervasiveness of turbulent change and its impact on organizations. This edition of *Management* was revised to help current and future managers find creative solutions to the problems that plague today's organizations—whether they are everyday challenges or “once-in-a-lifetime” crises. The world in which most students will work as managers is undergoing a tremendous upheaval. The emergence of crisis management, ethical turmoil, e-business, rapidly changing technologies, globalization, outsourcing, global virtual teams, knowledge management, and other changes place demands on managers that go beyond the techniques and ideas traditionally taught in management courses. Managing in today's turbulent times requires the full breadth of management skills and capabilities. This text provides comprehensive coverage of both traditional management skills and the new competencies needed in a turbulent environment characterized by economic turmoil, political confusion, and general uncertainty for the future.

The traditional world of work assumed the purpose of management was to control and limit people, enforce rules and regulations, seek stability and efficiency, design a top-down hierarchy to direct people, and achieve bottom-line results. To unlock creative solutions and achieve high performance, however, managers need different skills to engage workers' hearts and minds as well as take advantage of their physical labor. The new workplace asks that managers focus on leading change, on harnessing people's creativity and enthusiasm, on finding shared visions and values, and on sharing information and power. Teamwork, collaboration, participation, and learning are guiding principles that help managers and employees maneuver the difficult terrain of today's turbulent business environment. Managers focus on developing, not controlling, people to adapt to new technologies and extraordinary environmental shifts, and thus achieve high performance and total corporate effectiveness.

My vision for the international edition of *Management* is to explore the newest management ideas for turbulent times in a way that is interesting and valuable to students, while retaining the best of traditional management thinking. To achieve this vision, I have included the most recent management concepts and research as well as showing the contemporary application of management ideas in organizations. The combination of established scholarship, new ideas, and real-life applications gives students a taste of the energy, challenge, and adventure inherent in the dynamic field of management. The South-Western staff and I have worked together to provide a textbook better than any other at capturing the excitement of organizational management.

I revised *Management* to provide a book of utmost quality that will create in students both respect for the changing field of management and confidence that they can understand and master it. The textual portion of this book has been enhanced through the engaging, easy-to-understand writing style and the many in-text examples and boxed items that make the concepts come alive for students. The graphic component has been enhanced with several new exhibits and a new set of photo essays that illustrate specific management concepts. The well-chosen photographs provide vivid illustrations and intimate glimpses of management scenes, events, and people. The photos are combined with brief essays that explain how a specific management concept looks and feels. Both the textual and graphic portions of the textbook help students grasp the often abstract and distant world of management.

Focus on the Future

The international edition of *Management* is especially focused on the future of management education by identifying and describing emerging ideas and examples of innovative organizations. Text content has been sharpened and reduced by one chapter, providing greater focus on the key topics that count for management today. Within each chapter, many topics have been added or expanded to address the current issues man-

Chapter 1 introduces the skills and competencies needed to effectively manage organizations in today's turbulent environment, including issues such as managing diversity, coping with globalization and rapid change, and managing crises. Chapter 1 also looks at how societal turbulence and management missteps have contributed to recent ethical and operational problems in today's organizations

Chapter 2 continues its solid coverage of the historical development of management and organizations and examines new management thinking for turbulent times. The chapter also looks at the shifting world of e-business and effective management of the technology-driven workplace.

Chapter 3 has been updated to look at current issues related to the environment and corporate culture. A new section illustrates how managers can shape a high-performance culture for innovative response to a rapidly shifting environment

Chapter 4's discussion of the European Union and other global trade alliances has been significantly updated and expanded. In addition, the complex issues surrounding globalization are discussed, including a consideration of the current globalization backlash. Chapter 4 has also been updated with a review of the GLOBE (Global Leadership and Organizational Behavior Effectiveness) Project, which extends Hofstede's assessment of social values to offer a broader understanding for today's managers.

Chapter 5 addresses the current ethical crisis affecting many managers and organizations and the challenge of restoring public trust and respect in corporate America. Global ethical issues are expanded as well, including a discussion of corruption rankings of various countries compared to the United States. New material in Chapter 5 also examines the sustainability movement and ISO 14001 standards as a response to demands for global environmental responsibility, and the growing interest in social entrepreneurship.

Chapter 6 includes a new consideration of entrepreneurial activity on a global basis and looks at the reasons entrepreneurship and small business is booming. The chapter continues its focus on practical information regarding small business formation and development, including a look at the characteristics and challenges of high-tech startups.

Chapter 7 provides an overview of planning and goal setting, including a close look at crisis management planning. The chapter contains a new section on scenario building as a way for managers to prepare for a turbulent and rapidly changing environment. The chapter's final section on planning for high performance has been enhanced by a discussion of event-driven planning for volatile environments.

Chapter 8 continues its focus on the basics of formulating and implementing strategy. A new section considers the challenges of implementing strategy during turbulent times and looks at how developing a global mindset, paying careful attention to culture, and using new information technology can help managers meet these challenges.

Chapter 9's overview of managerial decision making has an expanded discussion of brainstorming for group decision making, including the current use of electronic brainstorming, or brainwriting.

Chapter 10 discusses basic principles of organizing and describes both traditional and contemporary organization structures in detail. The chapter includes a new discussion of organic versus mechanistic structures and when each is more effective, and also contains an expanded description of the virtual network organization form.

Chapter 11 looks at the important role of managing change and innovation in today's turbulent environment. New topics incorporated into this chapter include the trend toward open innovation, the growing use of fast-cycle teams, and the value of taking an ambidextrous approach for facilitating change.

Chapter 12 includes new material on international human resource management (IHRM), work-life balance issues, downsizing, and the controversy over performance review ranking systems.

Chapter 13 has been thoroughly revised and updated to reflect the most recent thinking on organizational diversity issues. In addition, the chapter reviews the current debate concerning women opting to leave the corporate workforce (the opt-out trend), and looks at recent research indicating that women may have superior skills for managing in today's environment.

Chapter 14 provides an overview of financial and quality control, including updated material on Six Sigma and ISO 9000. The chapter also addresses current concerns about corporate governance and finding a proper balance of control that sets and monitors appropriate standards and constraints but does not demean employees or excessively limit their participation in the organization.

Chapter 15 has been updated to incorporate recent trends in information technology. The section on e-business strategies has been thoroughly revised to look at the two primary reasons organizations use e-business: to expand their markets or to improve productivity and cost-control. The chapter also includes a new discussion of the growing use of business intelligence software for making strategic decisions, and a short section on Web logs (blogs) and wikis, an emerging collaboration tool.

Chapter 16 has been enhanced by references to new technology used for operations and service management, such as product life-cycle management software, radio frequency identification (RFID) for logistics and supply chain management, and location scouting software for facilities location planning. The chapter also contains a new section on lean manufacturing.

Chapter 17 contains new or updated coverage of high performance work attitudes, emotional intelligence, the Myers-Briggs Type Indicator, and stress management. Several new exercises have been added throughout the chapter to enhance student understanding of organizational behavior topics and their own personalities and attitudes.

Chapter 18 includes a new examination of post-heroic leadership for today's turbulent times, focusing on the subtle and often unrewarded acts that good leaders perform every day to keep organizations strong and healthy. This includes updated material on servant leadership, Level 5 leadership, interactive leadership, and e-leadership, along with a new section discussing moral leadership for today's ethically challenged business environment.

Chapter 19 covers the foundations of motivation and also incorporates some new thinking about motivational tools for today, such as the importance of helping employees achieve work-life balance, incorporating fun and learning into the workplace, giving people a chance to fully participate in the organization, and helping people find meaning in their work. The chapter also includes a new section on goal-setting theory as it relates to motivation.

Chapter 20 begins with a new discussion of how managers facilitate strategic conversations by using communication to direct everyone's attention to the vision, values, and goals of the organization. The chapter also contains a new section on building personal communication networks to enhance manager power, extend influence, and get things done.

Chapter 21 includes a new section on how managers achieve the right balance of conflict and cooperation to enhance team performance, improve decision making, and achieve goals. The section on team characteristics has been enhanced by a new discussion of team diversity.

In addition to the topics listed above, each chapter of this text integrates coverage of the Internet and emerging technology into the various topics covered in the chapter. Each chapter contains an *Unlocking Creative Solutions Through Technology* box that features a technologically savvy company or highlights a manager who is using technology to meet the challenges of today's turbulent environment. Each chapter also contains a box entitled *Unlocking Creative Solutions Through People*, in recognition that human capital is essential for solving today's complex organizational problems. These boxes describe various unique, innovative, or interesting approaches to managing people for high performance and creative response.

Organization

The chapter sequence in *Management* is organized around the management functions of planning, organizing, controlling, and leading. These four functions effectively encompass both management research and characteristics of the manager's job.

Part One introduces the world of management, including the nature of management, issues related to today's turbulent environment, the learning organization, historical perspectives on management, and the technology-driven workplace.

Part Two examines the environments of management and organizations. This section includes material on the business environment and corporate culture, the global environment, ethics and social responsibility, the natural environment, and the environment of entrepreneurship and small business management.

Part Three presents three chapters on planning, including organizational goal setting and planning, strategy formulation and implementation, and the decision-making process.

Part Four focuses on organizing processes. These chapters describe dimensions of structural design, the design alternatives managers can use to achieve strategic objectives, structural designs for promoting innovation and change, the design and use of the human resource function, and the ways managing diverse employees are significant to the organizing function.

Part Five describes the controlling function of management, including basic principles of total quality management, the design of control systems, information technology, and techniques for control of operations management.

Part Six is devoted to leadership. This section begins with a chapter on organizational behavior, providing grounding in understanding people in organizations. The foundation paves the way for subsequent discussion of leadership, motivating employees, communication, and team management.

Innovative Features

A major goal of this book is to offer better ways of using the textbook medium to convey management knowledge to the reader. To this end, the book includes several innovative features that draw students in and help them contemplate, absorb, and comprehend management concepts. South-Western has brought together a team of experts to create and coordinate color photographs, video cases, beautiful artwork, and supplemental materials for the best management textbook and package on the market.

Chapter Outline and Objectives. Each chapter begins with a clear statement of its learning objectives and an outline of its contents. These devices provide an overview of what is to come and can also be used by students to guide their study and test their understanding and retention of important points.

Manager's Challenge. The text portion of each chapter begins with a real-life problem faced by organization managers. The problem pertains to the topic of the chapter and will heighten students' interest in chapter concepts. At the end of each challenge, students are asked to "**Take A Moment**" to ponder the situation and think about how they would handle it. The **Take A Moment** questions posed in the **Manager's Challenge** are resolved in the **Manager's Solution** at the end of the chapter, where chapter concepts guiding the management's actions are highlighted.

Take A Moment. The **Take A Moment** feature is also carried throughout the chapter. This new feature for the seventh edition provides an in-text marginal reference that directs students from the chapter content to the associated end of chapter materials, such as an experiential exercise or an ethical dilemma.

Concept Connection Photo Essays. A key feature of the book is the use of photographs accompanied by detailed photo essay captions that enhance learning. Each caption highlights and illustrates one or more specific concepts from the text to reinforce student understanding of the concepts. While the photos are beautiful to look at, they also convey the vividness, immediacy, and concreteness of management events in today's business world.

Contemporary Examples. Every chapter of the text contains a large number of written examples of management incidents. They are placed at strategic points in the chapter and are designed to illustrate the application of concepts to specific companies. These in-text examples—indicated by an icon in the margin—include well-known U.S. and international companies such as Verizon Wireless, BMW, eBay, and Nokia, as well as less-well-known companies and not-for-profit organizations such as Remply Ltd. (United Kingdom), Tom’s of Maine (U.S.), Europa Hotel (Northern Ireland), Daily Candy (Internet), the *Milwaukee Journal-Sentinel*, and the U.S. Federal Bureau of Investigation (FBI). These examples put students in touch with the real world of organizations so that they can appreciate the value of management concepts.

Unlocking Creative Solutions Boxes. Two Unlocking Creative Solutions boxes—one focusing on people and one focusing on technology—are presented in each chapter. Describing real companies, these boxes reflect the dual emphasis that today’s most successful managers use to unlock innovative solutions and increase organizational performance: the technology side and the human capital side. These boxes provide students with an in-depth analysis of the various issues facing today’s organizations and managers.

Manager’s Shoptalk Boxes. These boxes address topics straight from the field of management that are of special interest to students. They may describe a contemporary topic or problem that is relevant to chapter content or they may contain a diagnostic questionnaire or a special example of how managers handle a problem. These boxes will heighten student interest in the subject matter and provide an auxiliary view of management issues not typically available in textbooks.

Video Cases. The six parts of the text conclude with video cases (videos available on the Web site at <http://aise.swlearning.com>), one per chapter, that illustrate the concepts presented in that part. The videos enhance class discussion because students can see the direct application of the management theories they have learned. Each video case explores the issues covered in the video, allowing students to synthesize the material they’ve just viewed. The video cases culminate with several questions that can be used to launch classroom discussion or as homework.

Exhibits. Many aspects of management are research based, and some concepts tend to be abstract and theoretical. To enhance students’ awareness and understanding of these concepts, many exhibits have been included throughout the book. These exhibits consolidate key points, indicate relationships among variables, and visually illustrate concepts. They also make effective use of color to enhance their imagery and appeal.

Glossaries. Learning the management vocabulary is essential to understanding contemporary management. This process is facilitated in three ways. First, key concepts are boldfaced and completely defined where they first appear in the text. Second, brief definitions are set out in the margin for easy review and follow-up. Third, a glossary summarizing all key terms and definitions appears at the end of the book for handy reference.

Chapter Summary and Discussion Questions. Each chapter closes with a summary of key points that students should retain. The discussion questions are a complementary learning tool that will enable students to check their understanding of key issues, to think beyond basic concepts, and to determine areas that require further study. The summary and discussion questions help students discriminate between main and supporting points and provide mechanisms for self-teaching.

Management in Practice Exercises. End-of-chapter exercises called “Management in Practice: Experiential Exercise” and “Management in Practice: Ethical Dilemma” provide self-tests for students and an opportunity to experience management issues in a personal way. These exercises take the form of questionnaires, scenarios, and activities, and many also provide an opportunity for students to work in teams. The exercises are tied into the chapter through the “Take A Moment” feature that refers students to the end-of-chapter exercises at the appropriate point in the chapter content.

Surf the Net. Each chapter contains three Internet exercises to involve students in the high-tech world of cyberspace. Students are asked to explore the Web for research into topics related to each chapter. This hands-on experience helps them develop Internet, research, and management skills.

Case for Critical Analysis. Also appearing at the end of each chapter is a brief but substantive case that provides an opportunity for student analysis and class discussion. Many of these cases are about companies whose names students will recognize; others are based on real management events but the identities of companies and managers have been disguised. These cases allow students to sharpen their diagnostic skills for management problem solving.

Continuing Case. Located at the end of each part, the Continuing Case is a running discussion of management topics as experienced by one company as it is relevant to the material discussed in that part. Focusing on one company, the Ford Motor Company, allows students to follow the managers' and the organizations' problems and solutions in a long-term way.

Supplementary Materials

Instructor's Manual. The Instructor's Manual is available on the Web site (<http://aise.swlearning.com>). Designed to provide support for instructors new to the course, as well as innovative materials for experienced professors, the Instructor's Manual includes Chapter Outlines, annotated learning objectives, Lecture Notes and sample Lecture Outlines. Additionally, the Instructor's Manual includes answers and teaching notes to end-of-chapter materials, including the video cases and the continuing case.

Test Bank. Scrutinized for accuracy, the Test Bank (available on the Web site at <http://aise.swlearning.com>) includes more than 2,000 true/false, multiple choice, short answer, and essay questions. Page references are indicated for every question, as are designations of whether the question is factual or application so that instructors can provide a balanced set of questions for student exams.

PowerPoint Lecture Presentation. Available on the Web site (<http://aise.swlearning.com>), the PowerPoint Lecture Presentation enables instructors to customize their own multimedia classroom presentation. Containing approximately 350 slides, the package includes figures and tables from the text, as well as outside materials to supplement chapter concepts. Material is organized by chapter, and can be modified or expanded for individual classroom use. PowerPoint slides are also easily printed to create customized Transparency Masters.

InfoTrac. Free with the purchase of each textbook, this online database of articles gives students access to full-text articles from hundreds of scholarly and popular periodicals such as *Newsweek*, *Time*, and *USA Today*. Updated daily, this tool allows students to research topics pertinent to classroom discussion and to keep up with current events.

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A gratifying experience for me was working with the team of dedicated professionals at South-Western who were committed to the vision of producing the best management text ever. I am grateful to Joe Sabatino, Acquisitions Editor, whose enthusiasm, creative ideas, assistance, and vision kept this book's spirit alive. Jacquelyn Carrillo, Marketing Manager, provided keen market knowledge and innovative ideas for instructional support. Emma Guttler, Developmental Editor, provided superb project coordination and offered excellent ideas and suggestions to help the team meet a demanding and sometimes arduous schedule. Cliff Kallemeyn, Production Editor, cheerfully and expertly guided me through the production process. Bethany Casey and Chris Miller contributed their graphic arts skills to create a visually dynamic design. Michael Guendelsberger, Editorial Assistant, and Anna Hasselo, Marketing Coordinator, skillfully pitched in to help keep the project on track. I also want to thank the team at Elm Street Publishing

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