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策略与应用 (第3版)

杰拉拉丁·E. 海因斯 (Geraldine E. Hynes) / 著

MANAGERIAL
COMMUNICATION

STRATEGIES AND APPLICATIONS



北京大学出版社
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· 院长寄语 ·

北京大学光华管理学院秉承北大悠久的人文传统、深邃的学术思想和深厚的文化底蕴,经过多年努力,目前已经站在中国经济发展与企业研究的前列,以向社会提供具有国际水准的管理教育为己任,并致力于帮助国有企业、混合所有制企业和民营企业实现经营管理的现代化,以适应经济全球化趋势。

光华 MBA 项目旨在为那些有才华的学员提供国际水准的管理教育,为工商界培养熟悉现代管理理念、原理和技巧的高级经营管理人才,使我们的 MBA 项目成为企业发展致富之源,为学员创造迅速成长和充分发挥优势的条件和机会。

为了适应现代人才需求模式和建立中国的一流商学院,北京大学光华管理学院正在推出国际 MBA“双语双学位”培养方案;同时,为了配合北大 MBA 教育工作的展开,光华管理学院与北大出版社联合推出本套《当代全美 MBA 经典教材书系(英文影印版/英文改编版)》,并向国内各兄弟院校及工商界人士推荐本套丛书。相信我们这些尝试将会得到社会的支持。而社会对我们的支持,一定会使光华 MBA 项目越办越好,越办越有特色。

北京大学光华管理学院院长

陈以寿

出版者序言

2001年12月10日中国加入了世界贸易组织,从此,中国将进一步加强与世界各国在政治、经济、文化各方面的交流与合作,这一切都注定中国将在未来世界经济发展中书写重要的一笔。

然而,中国经济的发展正面临着前所未有的人才考验,在许多领域都面临着人才匮乏的问题,特别是,了解国际贸易规则、能够适应国际竞争需要的国际型管理人才更是中国在未来国际竞争中所必需的。因此,制定和实施人才战略,培养并造就大批优秀人才,是我们在新一轮国际竞争中赢得主动的关键。

工商管理硕士(MBA),1910年首创于美国哈佛大学,随后MBA教材历经百年风雨不断完善,取得了令世人瞩目的成绩。如今,美国MBA教育已经为世界企业界所熟知,得到社会的广泛承认和高度评价。中国的MBA教育虽起步较晚,但在过去10年里,中国的MBA教育事业发展非常迅速,也取得了相当显著的成绩。现在国内已经有50多所高等院校可以授予MBA学位,为社会培养了3000多名MBA毕业生,并有在读学员2万多人。

目前,国内的MBA教育市场呈现一片繁荣景象,但繁荣的背后却隐藏着种种亟待解决的问题。其中很大一部分问题是因为目前我国高校使用的教材内容陈旧,与国外名校的名牌教材差距较大,在教学内容、体系上也缺乏与一流大学的沟通。一方面,为适应经济全球化,国家教育管理部门曾要求各高校大力推广使用外语讲授公共课和专业课,另一方面,在我国加入WTO后急需的上百万人才中,对MBA人员的需求更是占三分之一之多,所以,大力开展双语教学,适当引进和借鉴国外名牌大学的原版教材,是加快中国MBA教育步伐,使之走向国际化的一条捷径。

目前,国内市场上国外引进版教材也是新旧好坏参差不齐,这就需要读者进行仔细的甄别。对于国外原版教材的使用,我们要提几点看法,国外每年出版的教材多达几万种,如果不了解国外的教材市场,不了解国外原版教材的品质就不可能找到真正适合教学和学习的好的教材。对于不太了解外版教材的国内读者来说,选择教材要把握以下几点,即:选择国外最新出版的书;选择名校、名作者的书;选择再版多次并且非常流行的书。综合以上几点来看,目前国内市场上真正出新、出好、出精的MBA教材还是不多的。基于以上认识,北京大学出版社推出了《当代全美MBA经典教材书系(英文影印版/英文改编版)》,本套丛书的筛选也正是本着以上提到的几点原则,即:出新、出好、出精。经过北京大学及国内其他著名高校的知名学者的精心挑选,本套丛书汇集了美国管理学界各个学科领域专家的权威巨著,称得上是一套优中选精的丛书。本套丛书现在已经推出了会计类、金融类、国际商务类、市场营销类、电子商务类、统计类六个系列,现在又新推出了MBA核心课程和人力资源管理两个系列,以后,我们还将陆续推出更多专业的英文影印版及英文改编版书籍。

致谢

本套教材是我社与国外一流专业出版公司合作出版的,是从大量外版教材中选出的最优秀的一部分。在选书的过程中我们得到了很多专家学者的支持和帮助,可以说每一本书都经过处于教学一线的专家、学者们的精心审定,本套教材的顺利出版离不开他们的无私帮助,在此,我们对审读并对本套丛书提出过宝贵意见的老师们表示衷心的感谢,他们是(按拼音排序):

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出版声明

本套丛书是对国外原版教材的影印,由于各个国家和地区的政治、经济、文化背景的不同,对于原作者所持观点还请广大读者在阅读过程中加以分析和鉴别。我们希望本套丛书的出版能够促进中外文化交流,加快国内经济管理专业教学的发展,为中国经济走向世界作出一份贡献。

为了适应我国的教学需要,我们对本系列丛书中的部分图书进行了必要的删节,成为英文改编版。在对原版图书进行删节、重新编排页码的同时,为了便于读者参考,我们仍保留了原书的页码(统一标注在每页页眉处),因此读者在阅读过程中可能会发现有跳页的现象,而且由于删节,某些文中提到的页码或内容有可能无法找到,对于由此给读者带来的诸多不便,我们深表歉意,恳请您的谅解。

我们欢迎所有关心中国 MBA 教育的专家学者对我们的工作进行指导,欢迎每一位读者给我们提出宝贵的意见和建议。

北京大学出版社
经济与管理图书事业部
2004 年 12 月

关于本书

适用对象

本书适合作为管理类本科生、研究生及 MBA 的管理沟通课程的教材。

内容简介

本书是一本优秀的管理沟通教材。作者在研究的基础上,全面介绍了经理人在现代工作场合中所必须掌握的沟通策略和技巧,具有很强的实用性和可读性。全书分为:现代组织中的管理、管理写作策略、信息理解策略、人际沟通策略、团队沟通策略五个部分。

作者简介

杰拉拉丁·E. 海因斯(Geraldine E. Hynes)博士,自 1998 年开始在 Sam Houston 州立大学教授本科和硕士生商务与管理沟通课程。她还是企业、政府以及非盈利组织的沟通顾问与合同培训师。

主要特色

本书的第一版出版于 1994 年,其优势主要体现在以下几个方面:

- 注重战略方法
- 具有可靠的研究基础
- 论题范围具有全面性
- 对口头沟通与书面沟通作了均衡的论述
- 侧重于管理能力而不是入门阶段的能力

本版更新

• 每章章末的资料得到了扩充。本版的一个新特点是每章后都安排了本章案例和练习题,从而可以激发课堂讨论,帮助学生加强对概念的理解。

• 充实了更多关于高科技沟通渠道的内容,如电子邮件、电子会议、视频会议、网上简历、邮件群发系统等。

• 内容的组织和安排更适合一学期教学。在不影响全书整体性的前提下,作者将篇幅精简到 14 章,仅保留了最新和最关键的论题。

• 全书参考书目的安排和选用综合了多种文化背景的员工的优点。

简要目录

第一部分 现代组织的管理

- 1 沟通在现代组织中的作用
- 2 管理沟通过程
- 3 以技术为载体的沟通

第二部分 管理写作策略

- 4 当代管理写作
- 5 日常书面信息的写作
- 6 管理报告与建议书

第三部分 信息理解策略

7 管理中的聆听

8 非文字沟通

9 跨文化管理沟通

第四部分 人际沟通策略

10 冲突管理

11 管理谈判

12 引导面试

第五部分 团队沟通策略

13 会议和团队管理

14 进行正式介绍

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教辅产品

- 教师指导光盘及相关教辅材料(由麦克劳-希尔教育出版公司教师服务中心提供)。

To Benjamin Hynes Guller and Aaron Hynes Guller—
The next generation of excellent communicators.

About the Author

Geraldine E. Hynes, Ph.D.

(Sam Houston State University) has taught business and managerial communication at both the undergraduate and graduate levels since 1988. She is also a communication consultant and contract trainer for business, government, and non-profit organizations.

Preface

The first edition of this textbook was published in 1994. The authors were Larry Smeltzer and Don Leonard. I was an early adopter. I had been looking for a graduate-level text that presented a balanced approach to workplace communication and that was written for managers. When the publisher, Irwin (now McGraw-Hill), asked me to write a review of the new book, I responded, "I'm excited about this book for three reasons: (1) it provides comprehensive coverage of current issues, (2) it's written for and about business professionals, and (3) it gives equal attention to oral and written communication skills."

The strengths of the first edition made it stand out in the field:

- A strategic approach.
- A solid research base.
- A comprehensive range of topics.
- An even-handed examination of oral and written channels.
- A focus on managerial rather than entry-level competencies.

Those unique qualities are still present in the third edition. Truth is truth. It doesn't change with the times. My goal was to preserve the book's strengths while bringing it into the early 21st century workplace. To meet the needs of a busy contemporary manager, I streamlined and condensed the chapters. I added content reflecting current business practices such as casual dress codes, new titles for executives, and the ubiquitous reliance on teams. And I deleted references to characters in television sitcoms that are no longer on the air.

The reality is that an effective manager in today's workplace must possess a wide range of skills. While being accountable to an executive board and a customer base, managers must be able to handle subordinates and cross-functional teams with diverse backgrounds, interpret complicated rules, and meet sometimes unclear organizational expectations. Since these advanced abilities don't necessarily come from prior work experience, communication education is a vital component in managerial development.

While working on the third edition, I thought of a story told by Gore Vidal. Seeing his friend, Tennessee Williams, revise an already published short story, Vidal asked why he was still working on it. Williams responded, "Well, obviously it's not finished." This textbook isn't either, but I hope it's getting better.

NEW TO THE THIRD EDITION

- A focus on skills and strategies that managers need in today's workplace. For instance, students will learn how to conduct an employment interview, how to detect deception through nonverbal behaviors, how to negotiate, how to mediate conflict, how to conduct virtual meetings, and how to choose the best channel for their audience and purpose.
- More coverage of high-tech communication media such as e-mail, electronic meetings, videoconferencing, Web resumes, and Group Ware for collaborative writing.
- Content that is organized and packaged for a single semester. By retaining only the most current and critical topics, the length of the book has been reduced to 14 chapters—without compromising integrity.
- References throughout the book to managing and capitalizing on the advantages of a multicultural work force.

— Geraldine E. Hynes

Acknowledgments

Most importantly, I wish to acknowledge Larry Smeltzer and Don Leonard, who pioneered this textbook. I now understand the enormity of the task they undertook. They accomplished it with competence, grace, and professionalism. They have my deepest respect.

Second, I wish to acknowledge the McGraw-Hill staff who supported my efforts. Doug Hughes, sponsoring editor, believed in this project before I did. Megan Gates, editorial assistant, held my hand and kept me from stumbling as I lurched down the path to completion. Dave Fosnough, field sales supervisor, first introduced the textbook to me in 1993. Then he introduced the concept of the second edition to me in 1999. His persistence brought rejuvenation.

Finally, a special thanks goes to my students, because they are dedicated to improving their managerial communication skills and strategies, and because they believe that I can help them do it. This book is for you.

— *Geraldine E. Hynes*

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