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ELEVENTH EDITION

管理学

—— 全球化视角

A GLOBAL PERSPECTIVE

英文影印版

海因茨·韦里克

[美] HEINZ WEIHRICH / 著

哈罗德·孔茨

HAROLD KOONTZ



经济科学出版社
Economic Science Press

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20 世纪对中国读者
影响最大的
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作者简介

海因茨·韦里克 (Heinz Weihrich) 现任旧金山大学全球管理和行为科学教授。他在加利福尼亚州大学洛杉矶分校 (UCLA) 获得博士学位，并荣获秘鲁利马的圣玛丁·珀利斯大学名誉博士学位，分别在加利福尼亚州大学伯克莱分校和哈佛商学院做过访问学者。韦里克博士先后在亚利桑那州立大学、加利福尼亚州大学洛杉矶分校以及在奥地利、中国、埃及、法国、德国、中国香港、牙买加、科威特、马来西亚、墨西哥、新加坡、瑞士、中国台湾和泰国等国家和地区任教。同时，他还是瑞士苏黎世管理研究生院、中国上海中欧国际工商学院 (CEIBS) 和北京大学的兼职教授。

韦里克博士已经出版了包括各个不同版本和译文版在内的 60 多本书籍，目前是经典之作《管理学——全球化视角》（目前已经翻译成了 16 种文字）和《管理学精要》的独家作者。此前，已故的哈罗德·孔茨和西里尔·奥多奈尔为合作著者。多年来，《管理学——全球化视角》一直是畅销书，尤其目前在中国更是如此。这本书的西班牙语版本在过去的十多年中一直位居最畅销书榜首，他的另一本专门探讨目标驱动、成功导向管理系统，名为《管理卓越：通过目标管理提高生产率》的专著已经被翻译成了 6 种欧洲和亚洲文字。韦里克博士在美国和海外以多种语言在各类期刊上发表了 100 多篇论文，这些期刊包括《人力资源计划》、《系统管理期刊》、《国际管理评论》、《长期规划》和《欧洲商业评论》（他的其中一篇论文于 1999 年被评为当年优秀论文奖）以及《高层管理学会》等。韦里克博士是 TOWS 矩阵的创始人，这一矩阵是在战略实施中广泛采用的方法。他目前的研究领域包括如何提高企业和国家的全球竞争力、战略管理、管理卓越和全球化领导。

韦里克博士所从事的管理咨询、企业管理以及教学工作涉及许多公司，包括伊斯曼—柯达公司、大众汽车公司、通用汽车公司（英国）、休斯飞机制造公司、ABB（瑞士）、德国梅塞德斯—

奔驰汽车公司、华润（集团）有限公司、广东企业（中国）以及马来西亚企业研究院（马来西亚）。他多次在美国、欧洲、亚洲和墨西哥等地进行管理学术演讲。此外，他还被推选为国际管理学院院士，这是国际管理学界所授予的最高荣誉。韦里克博士被列入以下名人录：《西方侯爵名人录》、《美国名人录》和《全世界名人录》。

已故的哈罗德·孔茨（Harold Koontz）担任过企业和政府的高级管理人员、大学教授、公司董事长和董事、管理顾问，曾多次为世界各地的高层管理人员举办管理学讲座，同时他还是许多专著和论文的作者。从1950年起，孔茨任加利福尼亚州大学洛杉矶分校的管理学教授；从1962年开始担任该校的米德·约翰逊管理学讲座教授；1978~1982年间，担任国际管理科学院院长。他独自完成和合著了19本书和90多篇论文，其中包括本书，当时书名为《管理学原理》。他的《董事会和有效管理》一书于1968年获“管理科学院图书奖”。

获耶鲁大学博士学位后，孔茨博士曾先后担任纽黑文铁路管理委员会的助理、战时生产委员会运输部主任、美国铁路联合会副会长助理，跨世界航空公司总裁助理和康佛尔公司销售部经理。他还在许多公司担任过管理顾问，包括休斯车床制造公司、休斯飞机制造公司、普里克斯公司、荷兰KLM皇家航空公司、大都会人寿保险公司、西方石油公司和通用电话公司。孔茨教授曾获以下殊荣：当选为美国管理科学院和国际管理科学院院士，并担任一届管理科学院院长；1962年获米德·约翰逊奖；1974年获管理发展协会的泰勒·凯奖。此外，他被收入《美国名人录》、《金融和产业界名人录》和《全世界名人录》。他于1984年逝世。

About the Authors

HEINZ WEHRICH is Professor of Global Management and Behavioral Science at the University of San Francisco. He received his doctorate from the University of California in Los Angeles (UCLA) and an honorary doctorate from San Martin de Porres University in Lima, Peru. He was a visiting scholar at the University of California in Berkeley and Harvard Business School. Dr. Weihrich has taught at Arizona State University, at UCLA, and in various places such as Austria, China, Egypt, France, Germany, China Hong Kong, Jamaica, Kuwait, Malaysia, Mexico, Singapore, Switzerland, China Taiwan, and Thailand. He is also a faculty member and visiting professor at the Graduate School of Business in Zurich, Switzerland, at the China Europe International Business School (CEIBS) in Shanghai, and at Peking University in Beijing.

Dr. Weihrich has published more than 60 books, including various editions and translations, and is now the sole author of the classic *Management: A Global Perspective* (which has been translated into 16 languages in its various editions) and *Essentials of Management* (also in several language editions), both formerly coauthored by the late Harold Koontz and the late Cyril O'Donnell. *Management* has been a bestseller for many years and is currently a bestseller in China. Its Spanish-language edition has topped the bestseller list for more than ten years. Another book, *Management Excellence: Productivity through MBO*, discusses a goal-driven, success-oriented management system. It has been translated into six European and Asian languages. Over one hundred of Dr. Weihrich's articles have been published in the United States and overseas in several languages in journals such as *Human Resource Planning*, *Journal of Systems Management*, *Management International Review*, *Long Range Planning*, *European Business Review* (in which one of his articles won the most outstanding paper award in 1999), and the *Academy of Management Executive*. Dr. Weihrich is the author of the TOWS Matrix, a widely used approach for strategy formulation. His current research interests are in improving the global competitiveness of enterprises and nations, strategic management, managerial excellence, and global leadership.

Dr. Weihrich's consulting, business, and teaching experiences include working with companies such as Eastman Kodak, Volkswagen, General Motors (UK), Hughes Aircraft, ABB (Switzerland), Mercedes-Benz, China Resources Co., Guangdong Enterprises (China), and Institut Pembangunan Keusahawanan (Malaysia). He has given many speeches on management topics in the United States, Europe, Asia, and Mexico. He has been elected as a Fellow of the International Academy of Management, the highest honor conferred by the international management movement. He is also listed in *Marquis' Who's Who in the West*, *Who's Who in America*, and *Who's Who in the World*. More biographical information is published on his Web site at www.usfca.edu/fac-staff/weihrichh.

HAROLD KOONTZ was active as a business and government executive, university professor, company board chairman and director, management consultant, lecturer to the top management of organizations worldwide, and an author. From 1950 he was Professor of Management and from 1962 Mead Johnson Professor of Management at UCLA; from 1978 to 1982 he was World Chancellor at the International Academy of Management. He was the author or coauthor of 19 books and 90 journal articles, including this book, which was originally called *Principles of Management*. His *Board of Directors and Effective Management* was given the Academy of Management Book Award in 1968.

After his doctorate at Yale, Dr. Koontz served as Assistant to the Trustees of the New Haven Railroad, Chief of the Traffic Branch of the War Production Board, Assistant to the Vice President of the Association of American Railroads, Assistant to the President of Trans World Airlines, and Director of Sales for Convair. He acted as management consultant for, among others, Hughes Tool Company, Hughes Aircraft Company, Purex Corporation, KLM Royal Dutch Airlines, Metropolitan Life Insurance Company, Occidental Petroleum Corporation, and General Telephone Company. Professor Koontz's honors included election as a Fellow of the American Academy of Management and the International Academy of Management and a term of service as President of the former. He received the Mead Johnson Award in 1962 and the Society for Advancement of Management Taylor Key Award in 1974 and is listed in *Who's Who in America*, *Who's Who in Finance and Industry*, and *Who's Who in the World*. He passed away in 1984.

Preface

For many years, previous editions of this book have been bestsellers globally. The Latin American editions have been bestsellers in the Spanish-speaking world for more than a decade. This book has had an international orientation long before it became fashionable to do so. The 11th edition builds on that tradition, but it adds much new information pertinent to the 21st century. It aims to prepare men and women for an exciting, challenging, and rewarding managerial career.

As the title, *Management: A Global Perspective*, indicates, the book takes an international view of managing. Through our research, travels, and teaching in many countries, we have learned from students, managers, as well as professors and listened to their challenges. Consequently, these people have responded by using this book, which has been translated into 16 languages. The international perspective appeals because people realize that national barriers are crumbling and new alliances among companies and peoples are being formed. In this edition, as in previous ones, the authors draw from their business experiences and integrate theory with practice. Beyond the discussion of managerial issues in the Americas, attention is given to topics in the New Europe and especially in Asia, a region that is often neglected in management textbooks. Our aim is to prepare managers for the global challenges and to make our readers more effective and efficient as persons as well as managers.

Who Will Benefit from This Book?

All persons who work in organizations will benefit from learning about contemporary managing. They include students in colleges and universities—who will one day join organizations—aspiring managers, managers who want to become more effective, and other professionals who want to understand the organization in which they work. This book is for people in all kinds of organizations, not just business firms; it is relevant to nonbusiness organizations as well, such as governments, health-care providers, educational institutions, and other not-for-profit enterprises.

The managerial functions are essentially the same for first-line supervisors, middle managers, and top executives. To be sure, there are considerable variations in the environment, scope of authority, and types of problems in the various positions. Yet all managers undertake the same basic functions to obtain results by establishing an environment for effective and efficient performance of individuals working together in groups.

Organization of the Book

As in previous editions, managerial knowledge is classified according to the functions of planning, organizing, staffing, leading, and controlling. A systems model, shown on the inside cover and used throughout the book, integrates these functions into a system; it also links the enterprise with its environment. The suggested open systems view is even more important now than in the past, as the external environment has become more challenging through internationalization and the use of the Internet.

Part 1 covers the basis of global management theory and practice; it also introduces the systems model that serves as the framework of this book. To provide the perspective of the book, Part 1 includes chapters on management and its relations to the external environment, social responsibility, and ethics. Moreover, to emphasize the international orientation, it also includes a chapter on global, comparative, and quality management. Parts 2 through 6 discuss the managerial functions of planning, organizing, staffing, leading, and controlling. The relevant principles, or guides, for each function are summarized in Appendix A at the end of the book.

The Asian perspective of managing is emphasized in each of the part's closing section, which deals exclusively with important international issues. Specifically, the closings for parts 2 to 6 compare the managerial practices in Japan, China, and the United States. Moreover, all six part closings have an international focus section that gives special attention to important issues such as China as a new economic power, or the competitive advantage of Germany, or the importance of quality service in Europe, the United States, and Japan. The car industry illustrates the internationalization of businesses. To exemplify the global competitiveness of automobile companies, a global car industry case is presented in each part closing.

Revision Work in This Edition

While material that was well received over the years has been retained, much new information has been added. For example, this edition builds on the strong characteristics of previous editions, such as breadth, depth, the use of examples, and cases; at the same time, many modern ideas, techniques, and features have been added, especially those providing an Asian perspective of managing.

In revising this book, we have responded to two major influences. One is the valuable feedback from teachers, scholars, and students in the United States and abroad who have used past editions of this book at various levels of academic and practical management education in a wide variety of universities and enterprises. Another major influence to which we have responded is the great volume of research, new ideas, and advanced techniques, especially those being applied to management from the behavioral, social, and physical sciences as well as information technology. The emphasis is on managerial practice based on sound theory.

Although not all changes can be mentioned here, certain revision work should be pointed out. All chapters have been updated. Despite the addition of much new material, the number of chapters has been reduced to 20 in this edition.

The impact of information technology on managerial practices is examined briefly in Chapter 1 and in greater detail in Chapter 19. The concern for the ecological environment is shown in Chapter 2, illustrated by the disaster at the Bhopal plant in India and the “greening” of Toshiba. In the same chapter, recent company scandals and corporate governance are considered with illustrations from companies such as WorldCom and Enron. The global perspective has been taken throughout the book, but it is emphasized in Chapter 3, which deals with global and comparative management. Illustrations of managerial practices in France, Germany, Korea, and other countries are given. Regional trade blocs are also described. Part 1 closing focuses on the emerging economy of China and the European car industry.

Part 2 (chapters 4 to 6) presents the various aspects of *planning*. Chapter 5, for example, contains a case on the strategies for the very successful Shanghai Volkswagen venture. The closing section highlights the issues involved in the Daimler–Chrysler merger.

The various issues of *organizing* are considered in Part 3 (chapters 7 to 10) focusing on topics such as the “boundaryless” organization as practiced by General Electric and the issues faced by the Acer computer company in China Taiwan.

Staffing issues are examined in Part 4 (chapters 11 to 13) with the identification of the “best companies to work for” as well as the “most admired companies” based on research by *Fortune* magazine. Chapter 13 shows the application of modern information technologies for e-training.

The managerial function of *leading* is discussed in Part 5 (chapters 14 to 17). The goal setting theory has been added, and the leadership of Zhang Ruimin, the chief executive of Haier, a successful Chinese company, is examined. Moreover, the leadership styles of Microsoft’s Bill Gates and Apple’s Steve Jobs are compared. The difficult decision by Carleton Fiorina of merging Hewlett-Packard and Compaq is highlighted in the case in Chapter 16.

Part 6 (chapters 18 to 20), dealing with the managerial function of *controlling*, now also covers bureaucratic and clan control. The updated discussion of information technology contains topics such as the Internet, groupware, information security, the emerging digital economy, m-commerce, and wireless communications. The last chapter now includes discussions of the merging of the production systems of Daimler and Chrysler as well as General Electric’s transformation from a product to a service orientation. Supply chain management and value chain management have been added. The part closing focuses on the future of global management.

Two appendixes have been added. The principles, or guides, for the managerial functions of planning, organizing, staffing, leading, and controlling are now gathered in Appendix A to allow students and managers to readily check whether organizational problems can be traced to the violation of managerial principles. Appendix B is even more specific, identifying specific areas critical for the success of managers and organizations. The Management Excellence Survey can be used for managerial and organizational development. The purpose of both appendixes is to facilitate the integration of theory with practice.

Learning Aids

To aid learning, each chapter is organized as follows. It begins with the *objectives* that are to be accomplished after reading the chapter. The text in the left margins gives an overview of the *key points* in the chapter. It also

aids in reviewing key concepts. Included in the margins as well are *Web sites* to refer readers to further information related to the organization or topic under discussion. The use of *perspective* inserts illustrates the concepts, principles, and theories presented. Each chapter concludes with a *summary* and a list of *key ideas and concepts for review*. To relate these ideas and concepts to the “real” world, *exercises and action steps* are suggested. Readers are encouraged to make use of the World Wide Web by conducting *Internet research*. A *case* with questions ends each chapter.

What makes this book different from many other management textbooks is the addition of the closing section in each of the six parts. Each of the closings contains an *international focus* discussion with a challenging topic as well as a *global car industry case*. In addition, parts 2 to 6, dealing with the managerial functions, provide in the closing sections a *country comparison* of the practice of those functions in Japan, the United States, and China. These closings, together with the discussion of international management issues throughout the book, give the book a truly global perspective of management theory and practice.

Acknowledgments

The late Dr. Harold Koontz is sorely missed. At a memorial session at an Academy of Management meeting, Professor Ronald Greenwood stated that Howdy Koontz was many years ahead of his time. Indeed, his inspiration and guidance popularized the classification of management knowledge according to managerial functions, a framework now used around the world. He will never be forgotten for his contributions to management, preserved in his numerous articles and his many books, which have been continuously updated.

Professor Koontz and I are indebted to so many persons contributing to the various editions that a complete acknowledgment would be encyclopedic. Many scholars, writers, and managers are acknowledged through references in the text. Many managers with whom we have served in business, government, educational, and other enterprises have contributed by word and example. Thousands of managers in all kinds of enterprises in various countries have honored us over the years by allowing us to test our ideas in executive training classes and lectures. Especially helpful were the many executives around the world who generously shared their international experiences. For example, the managers in executive programs in Switzerland, Kuwait, Malaysia, Thailand, China, and China Hong Kong provided us with opportunities to learn about their cultures

and their managerial practices. Specifically, the students and executives at the China Europe International Business School (CEIBS) in Shanghai, Peking University in Beijing, and Chulalongkorn University in Bangkok provided valuable insights into managerial practices in their countries. Moreover, to those executives with whom we have been privileged to work as directors, consultants, or teachers, we are grateful for the opportunity to gain the clinical practice of managing.

Many colleagues, scholars, managers, and students have contributed their ideas and suggestions to this book. My good friend the late Professor Keith Davis of Arizona State University was particularly generous with his time. One of my mentors at the University of California, Los Angeles, Professor George S. Steiner, has done much to stimulate my interest in the development of the TOWS Matrix for strategic planning. Professors Peter F. Drucker, George S. Odiorne, and Gene Seyna, to whom my book *Management Excellence: Productivity through MBO* has been dedicated, have sharpened my thinking about goal-driven management systems and managerial productivity. In previous editions, special appreciation was expressed to those who contributed in many important ways. While they are not named here, their contributions have been important for this edition too.

We would like to thank the many adopters and contributors to the best-selling Spanish-language editions of *Management: A Global Perspective* and the many people at McGraw-Hill Interamericana who were involved in publishing previous editions. They have contributed greatly to make the book a bestseller in the Spanish-speaking world.

For this edition, we would like to express our appreciation to all the people at McGraw-Hill in Singapore, especially Jerene Tan, Tan Poh Hong, Wati Seladin, Pauline Chua, and Ang Lee Ming for her conscientious work in editing the manuscript.

Finally, I want to thank my wife, Ursula, for her continuing support.

HEINZ WEHRICH

概要目录

序言	XXV
----------	-----

第 1 篇 全球化管理的理论和实践基础	1
第 1 章 管理学：科学、理论和实践	3
第 2 章 管理与社会：外部环境、社会责任和伦理道德	38
第 3 章 全球化管理、比较管理与质量管理	57
第 1 篇结束语 全球化管理的基础	85

第 2 篇 计划	95
第 4 章 计划精要和目标管理	97
第 5 章 战略、政策和计划的前提条件	121
第 6 章 决策	143
第 2 篇结束语 全球化计划	165

第 3 篇 组织	183
第 7 章 组织的性质、创业精神和流程再造	185
第 8 章 组织结构：部门	206
第 9 章 直线职权、参谋职权、授权和分权	224
第 10 章 组织有效性和组织文化	239
第 3 篇结束语 全球化组织	258

第 4 篇 人员	265
第 11 章 人力资源管理和选拔	267
第 12 章 绩效考评和职业生涯战略	300

第 13 章 通过管理人员和组织的发展来管理变革	326
第 4 篇结束语 全球化人员管理	350
第 5 篇 领导	363
第 14 章 人的因素和激励	365
第 15 章 领导	395
第 16 章 委员会、团队和集体决策	423
第 17 章 沟通	442
第 5 篇结束语 全球化领导	469
第 6 篇 控制	477
第 18 章 控制系统和控制过程	479
第 19 章 控制方法和信息技术	506
第 20 章 生产率、经营管理和全面质量管理	531
第 6 篇结束语 全球化控制和全球化挑战	555
附录 A 计划、组织、人员、领导和控制职能的	
主要原则或指导方针概述	563
附录 B 管理卓越调查表	573
索引	584

PART 1

The Basis of Global Management Theory and Practice 1

CHAPTER 1	Management: Science, Theory, and Practice	3
CHAPTER 2	Management and Society: The External Environment, Social Responsibility, and Ethics	38
CHAPTER 3	Global, Comparative, and Quality Management	57
PART 1 CLOSING	The Basis of Global Management	85

PART 2

Planning 95

CHAPTER 4	Essentials of Planning and Managing by Objectives	97
CHAPTER 5	Strategies, Policies, and Planning Premises	121
CHAPTER 6	Decision Making	143
PART 2 CLOSING	Global Planning	165

PART 3

Organizing 183

CHAPTER 7	The Nature of Organizing, Entrepreneurship, and Reengineering	185
CHAPTER 8	Organization Structure: Departmentation	206
CHAPTER 9	Line/Staff Authority, Empowerment, and Decentralization	224
CHAPTER 10	Effective Organizing and Organization Culture	239
PART 3 CLOSING	Global Organizing	258

PART 4		
Staffing		265
CHAPTER 11	Human Resource Management and Selection	267
CHAPTER 12	Performance Appraisal and Career Strategy	300
CHAPTER 13	Managing Change through Manager and Organization Development	326
PART 4 CLOSING	Global Staffing	350
PART 5		
Leading		363
CHAPTER 14	Human Factors and Motivation	365
CHAPTER 15	Leadership	395
CHAPTER 16	Committees, Teams, and Group Decision Making	423
CHAPTER 17	Communication	442
PART 5 CLOSING	Global Leading	469
PART 6		
Controlling		477
CHAPTER 18	The System and Process of Controlling	479
CHAPTER 19	Control Techniques and Information Technology	506
CHAPTER 20	Productivity, Operations Management, and Total Quality Management	531
PART 6 CLOSING	Global Controlling and Global Challenges	555
APPENDIX A	<i>Summary of Major Principles or Guides for the Managerial Functions of Planning, Organizing, Staffing, Leading, and Controlling</i>	563
APPENDIX B	<i>Management Excellence Survey</i>	573
Indexes		584