

清华大学管理学系列英文版教材



管理学

Management Eighth Edition

(美) 斯蒂芬·P.罗宾斯 (Stephen P. Robbins) 著
玛丽·库尔特 (Mary Coulter)

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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出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,绝大部分是该领域中较具权威性的经典之作。在本书的审阅过程中,我们得到了清华大学吴志明老师的支持、帮助和鼓励,在此表示谢意!

我们根据国内的教学实际,删去了本书的第19章“运营和价值链管理”及书尾的部分附录。我们在对原版图书进行删节的同时仍采用了原书的页码,因此读者在阅读过程中可能会发现有跳页的现象,而且文中提到的页码或内容有可能已被删掉而无法找到。由此给读者带来的诸多不便,我们深表歉意。

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。

我们期望这套影印书的出版对我国经济科学的发展能有所帮助,对我国经济管理专业的教学能有所促进。

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。

清华大学出版社经管事业部
2005.7

总序

世纪之交，中国与世界的发展呈现最显著的两大趋势——以网络为代表的信息技术的突飞猛进，以及经济全球化的激烈挑战。无论是无远弗界的因特网，还是日益密切的政治、经济、文化等方面的国际合作，都标示着 21 世纪的中国是一个更加开放的中国，也面临着一个更加开放的世界。

教育，特别是管理教育总是扮演着学习与合作的先行者的角色。改革开放以来，尤其是 20 世纪 90 年代之后，为了探寻中国国情与国际上一切优秀的管理教育思想、方法和手段的完美结合，为了更好地培养高层次的“面向国际市场竞争、具备国际经营头脑”的管理者，我国的教育机构与美国、欧洲、澳洲以及亚洲一些国家和地区的大量的著名管理学院和顶尖跨国企业建立了长期密切的合作关系。以清华大学经济管理学院为例，2000 年，学院顾问委员会成立，并于 10 月举行了第一次会议，2001 年 4 月又举行了第二次会议。这个顾问委员会包括了世界上最大的一些跨国公司和中国几家顶尖企业的最高领导人，其阵容之大、层次之高，超过了世界上任何一所商学院。在这样高层次、多样化、重实效的管理教育国际合作中，教师和学生与国外的交流机会大幅度增加，越来越深刻地融入到全球性的教育、文化和思想观念的时代变革中，我们的管理教育工作者和经济管理学习者，更加真切地体验到这个世界正发生着深刻的变化，也更主动地探寻和把握着世界经济发展和跨国企业运作的脉搏。

我国管理教育的发展，闭关锁国、闭门造车是绝对不行的，必须同国际接轨，按照国际一流的水准来要求自己。正如朱镕基总理在清华大学经济管理学院成立十周年时所发的贺信中指出的那样：“建设有中国特色的社会主义，需要一大批掌握市场经济的一般规律，熟悉其运行规则，而又了解中国企业实情的经济管理人才。清华大学经济管理学院就要敢于借鉴、引进世界上一切优秀的经济管理学院的教学内容、方法和手段，结合中国的国情，办成世界第一流的经管学院。”作为达到世界一流的一个重要基础，朱镕基总理多次建议清华的 MBA 教育要加强英语教学。我体会，这不仅因为英语是当今世界交往中重要的语言工具，是连接中国与世界的重要桥梁和媒介，而且更是中国经济管理人才参与国际竞争，加强国际合作，实现中国企业的国际战略的基石。推动和实行英文教学并不是目的，真正的目的在于培养学生——这些未来的企业家——能够具备同国际竞争对手、合作伙伴沟通和对抗的能力。按照这一要求，清华大学经济管理学院正在不断推动英语教学的步伐，使得英语不仅是一门需要学习的核心课程，而且渗透到各门专业课程的学习当中。

课堂讲授之外，课前课后的大量英文原版著作、案例的阅读对于提高学生的英文水平也是非常关键的。这不仅是积累相当的专业词汇的重要手段，而且是对学习者思维方式的有效训练。

我们知道，就阅读而言，学习和借鉴国外先进的管理经验和掌握经济理论动态，或是阅读翻译作品，或是阅读原著。前者属于间接阅读，后者属于直接阅读。直接阅

读取取决于读者的外文阅读能力,有较高外语水平的读者当然喜欢直接阅读原著,这样不仅可以避免因译者的疏忽或水平所限而造成的纰漏,同时也可以尽享原作者思想的真实表达。而对于那些有一定外语基础,但又不能完全独立阅读国外原著的读者来说,外文的阅读能力是需要加强培养和训练的,尤其是专业外语的阅读能力更是如此。如果一个人永远不接触专业外版图书,他在获得国外学术信息方面就永远会比别人差半年甚至一年的时间,他就会在无形中减弱自己的竞争能力。因此,我们认为,有一定外语基础的读者,都应该尝试一下阅读外文原版,只要努力并坚持,就一定能过了这道关,到那时就能体验到直接阅读的妙处了。

在掌握大量术语的同时,我们更看重读者在阅读英文原版著作时对于西方管理者或研究者的思维方式的学习和体会。我认为,原汁原味的世界级大师富有特色的表达方式背后,反映了思维习惯,反映了思想精髓,反映了文化特征,也反映了战略偏好。知己知彼,对于跨文化的管理思想、方法的学习,一定要熟悉这些思想、方法所孕育、成长的文化土壤,这样,有朝一日才能真正“具备国际战略头脑”。

以往,普通读者购买和阅读英文原版还有一个书价的障碍。一本外版书少则几十美元,多则上百美元,一般读者只能望书兴叹。随着全球经济合作步伐的加快,目前在出版行业有了一种新的合作出版的方式,即外文影印版,其价格几乎与国内同类图书持平。这样一来,读者可以不必再为书价发愁。清华大学出版社这些年在这方面一直以独特的优势领先于同行。早在1997年,清华大学出版社敢为人先,在国内最早推出一批优秀商学英文版教材,规模宏大,在企业界和管理教育界引起不小的轰动,更使国内莘莘学子受益良多。

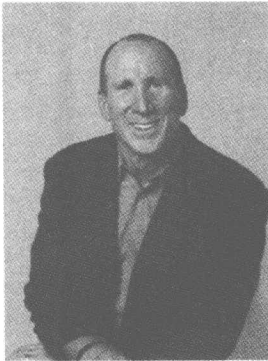
为了配合清华大学经济管理学院推动英文授课的急需,也为了向全国更多的MBA试点院校和更多的经济管理学院的教师和学生提供学习上的支持,清华大学出版社再次隆重推出与世界著名出版集团合作的英文原版影印商学教科书,也使广大工商界人士、经济管理类学生享用到最新最好质优价廉的国际教材。

祝愿我国的管理教育事业在社会各界的大力支持和关心下不断发展、日进日新;祝愿我国的经济建设在不断涌现的大批高层次的面向国际市场竞争、具备国际经营头脑的管理者的勉力经营下早日中兴。

赵纯钧 教授

清华大学经济管理学院院长
全国工商管理硕士教育指导委员会副主任

●●● About the Authors



Stephen P. Robbins received his Ph.D. from the University of Arizona and has taught at the University of Nebraska at Omaha, Concordia University in Montreal, the University of Baltimore, Southern Illinois University at Edwardsville, and San Diego State University. Dr. Robbins' research interests have focused on conflict, power, and politics in organizations, behavioral decision making, and the development of effective interpersonal skills. His articles on these and other topics have appeared in journals such as *Business Horizons*, the *California Management Review*, *Business and Economic Perspectives*, *International Management*, *Management Review*, *Canadian Personnel and Industrial Relations*, and *The Journal of Management Education*.

Dr. Robbins is the world's best-selling textbook author in the areas of management and organizational behavior. His most recent textbooks include *Organizational Behavior*, 10th ed. (Prentice Hall, 2003), *Essentials of Organizational Behavior*, 7th ed. (Prentice Hall, 2003), *Fundamentals of Management*, 4th ed. with David DeCenzo (Prentice Hall, 2004), and *Supervision Today!* 4th ed. with David DeCenzo (Prentice Hall, 2004). In addition, Dr. Robbins is the author of the global best-sellers *The Truth About Managing People ... and Nothing But the Truth* (Financial Times Press, 2002) and *Decide & Conquer* (Financial Times Press, 2004).

An avid participant in masters' track and field competition, Dr. Robbins has set numerous indoor and outdoor age-group world sprint records since turning 50 in 1993. He has won more than a dozen indoor and outdoor U.S. national titles at 60, 100, 200, and 400 meters, and has won seven gold medals at the World Masters Championships.



Mary Coulter received her Ph.D. in Management from the University of Arkansas in Fayetteville. Before completing her graduate work, she held different jobs including high school teacher, legal assistant, and government program planner. She has taught at Drury University, the University of Arkansas, Trinity University, and since 1983, at Southwest Missouri State University. Dr. Coulter's research interests have focused on competitive strategies for not-for-profit arts organizations and the use of new media in the educational process. Her research on these and other topics has appeared in such journals as *International Journal of Business Disciplines*, *Journal of Business Strategies*, *Journal of Business Research*, *Journal of Nonprofit and Public Sector Marketing*, and *Case Research Journal*. In addition to *Management*, Dr. Coulter has published other books with Prentice Hall including *Strategic Management in Action*, now in its third edition, and *Entrepreneurship in Action*, which is in its second edition. When she's not busy teaching or writing, she enjoys puttering around in her flower gardens, playing the piano, reading all different types of books, and enjoying many different activities with husband Ron and daughters Sarah and Katie.

在美国和全世界，本书都是最畅销的管理学基础教材。它已被翻译成西班牙文、俄文、荷兰文、泰文、印度尼西亚文、捷克文和中文，在菲律宾和中国有影印版，并在加拿大、澳大利亚和印度出版了特殊的改编版。如果说存在一本全球通用的管理学教材，本书大概能获得这一殊荣。

毫无疑问，管理者所面对的世界已经改变，正在改变，并将继续改变，今日组织的动态性对管理这些组织的个人而言，既意味着奖赏，也意味着挑战。管理学是一门动态的学科，相关的教材应反映这种变化，使读者学会在此状态下如何进行管理。因此，我们编写了《管理学》第8版，旨在帮助读者尽可能深入地理解在面对挑战时，担任一名管理者意味着什么。

特色

本书的采用者经常赞扬本书能够坚持以应用为导向。这不是一本仅仅介绍管理理论的教材。除了包括解释性的范例（大多数其他教材也都是如此）之外，我们还走出去，与现实世界中的管理者们交谈，然后把他们的经验呈现给读者。其他教课书都无法如此成功地将管理理论与管理实践融合在一起。我们确信，这一新版本将继续做到使管理学概念趣味盎然，使读者为管理者职业生涯中的丰富可能性而兴奋不已。下面，我们将介绍在第8版中所保留的一些特色。

“管理者困境”和“管理者对管理者困境的回应”

本书每章都是以现实生活中管理者所面临的某种困境来开篇。这些管理者来自各类型的公司，例如 Mattel Toys, Zara, Okemo Mountain Resort, Svenska Handelsbanken, Panera Bread, BMW, 以及海尔集团。每个困境都以“你将如何做？”来结束，令学生得以领略决策过程。然后，在各章末尾的“管理者对管理者困境的回应”专栏，我们邀请两位真实的管理者根据该章所介绍的管理学概念和工具，简短讨论他们在面临此困境时会如何行动。

“管理者如是说”

在某些章节，读者会发现这种主题专栏：现实世界中的管理者接受采访，回答一系列问题。这些管理者包括 Pearson Education 公司的 Marjorie Scardino 与 SRC 控股公司的首席执行官 Jack Stack。来自这些采访的信息提供了对管理者和管理哲学的多元化视角，强化了书中管理理论与实践的紧密连接。

管理新创企业

《全球创业观察（GEM）报告》显示，创业在全球经济中发挥着越来越显著的作用。在小企业或新创企业中，有效的管理如同在大企业中一样重要。这一内容被分成五个部分，分别放在第2~6篇的结尾处。

写作风格

在第8版中,对管理学概念的介绍沿续了生动的谈话式风格。我们的目标是以有趣、相关的方式探讨各章内容,并且避免过于简单化。读者会发现,我们的写作风格和丰富案例使本书极具可读性。

A Manager's Dilemma

As one of the world's most respected financial institutions, UBS AG is Switzerland's largest bank and a major player in international financial circles. The Zurich and Basel-based company has assets of more than \$834 billion and has positioned itself as that, each of its business groups (UBS Wealth Management and Business Banking, UBS Warburg Ltd, UBS Global Asset Management, and UBS PrivateBanking) is in the top rankings of its core business. Dr. Gabriela Payer-Fruthof (pictured



here), managing director and head of marketing technology for UBS AG, is playing a key role in the company's choice of future directions.

Fruthof has been the driving force behind many of the company's Internet strategies and solutions. Like many financial institutions in the United States and around the globe, UBS has made a major commitment to online services. Customers can get information on their accounts using personal computers, personal digital assistants, and phones. They can pay bills, conduct transactions, trade stocks, or view their holdings and activities. In addition, a secure e-mail feature lets customers send messages and attachments without using the public Internet. Since the bank also owns two mutual fund and brokerage firms with thousands of customers, Fruthof led the development of a customer-relationship management program that included customized call centers and interactive voice response systems with built-in speech recognition. In many instances, the company

can prioritize and route incoming calls based on a customer's relationship and standing with the bank. For example, customers who use a wide range of bank services and provide high profits will have their calls taken immediately, while low-profit customers have to wait for an available service representative.

The company's multichannel approach to online banking has been successful. Internal performance studies indicate that overall work productivity has improved by 30 percent at call centers. Also, more than 70 percent of incoming inquiries are handled by electronic systems.

Fruthof says, "The Internet doesn't change the rules of business. It's just another way to conduct business. When you understand your core values and goals, you have the knowledge to make the right move at the right time." But yourself in her shoes, how that the online banking initiative has been implemented, what types of plans might she need to guide the use of the Internet in other additional marketing activities?

What would you do?

Managers Respond to a Manager's Dilemma

Sandra M. Steiner

Executive Vice President, Business Development, Westminster, Colorado



Brett is fortunate he has so many employees using the current site. From that base of users, he could ask them to complete a questionnaire regarding the items they find most useful and ask the managers within the Australian group how they use the site when working with their employees. This would give him information about the real usefulness of the information provided, identify additional items that could be introduced in an upgrade, and give him good knowledge of the strengths offered by the current site. When considering offering the site to new locations, he should allow for some new content tailored to local needs. Brett could invite a representative group of employees and managers to view the current site and get their feedback. Before expanding the program, it's critical that he knows the reasons employees find it to be of value and then build on that knowledge.

David Jolliffe

Manager, New Media & Editorial Services, Pearson Canada, Toronto, Ontario, Canada



Extending an employee intranet to other units poses a number of challenges. The first concerns the content and structure of the portal itself. To be well received, the site needs to reflect the practices, policies, issues and events of each local business unit so these employees feel the resource belongs to them as much as it does the head office. It also needs to integrate local content so it's easy to find, ensure the local materials are of the same high quality as other information, and treat employees as well-rounded people by including personal items such as carpool postings, weather reports, or trade-show services. In other words, the site needs to have obvious value for local employees. Initially, this utility will need to be demonstrated through advertising, site search contests, and employee presentations. As with all change, people have to be convinced of the added value of the innovation.

MANAGERS SPEAK OUT



**Marjorie Scardino, CEO
Pearson PLC
London, England**

Describe your job.

I am the CEO of a media company that publishes books, newspapers and magazines, and educational materials—both textbooks and online programs. We're all about "education" in the broadest sense of the word: education for a five-year-old learning to read, a CEO understanding the way his (or her) industry is heading, an investor picking a stock, or a college student studying a course like the one you're in now. The company has total sales of about \$6 billion, employs 30,000 people, has headquarters in London and New York, and makes about 70 percent of its sales in the United States.

My job has three main parts:

1. **Strategy:** It's my responsibility to figure out what the company should do to become more valuable and to produce returns for shareholders, as well as to add something to the world. To do this, we have to look at our assets and our markets and the relevant economic, political, and social trends and decide on the most promising combination of those factors. Then, we have to create a plan for shaping the business into that combination and making sure that our products, sales, and operations are all consistent with that plan.
2. **Execution:** No matter how good our strategy, we won't get very far if we can't carry out our plan. That involves innovative product design, ingenious

marketing strategy, irresistible sales skills, and efficient and engaging customer service. It involves judicious attention to the costs of conceiving, making, selling, and delivering our products, and keeping the right balance between growth and costs. It involves making the pursuit of the plan a process that we can measure and monitor and constantly adjust. It involves knowing when to take a risk.

3. **Culture and people.** Finally, and possibly most important, my job is to set the tone for a company environment and way of behaving in which we can all be most productive and to exemplify that culture myself. The ingredients in culture include everything from pay and benefits to communicating with each other to how we deal with outsiders and how we treat each other inside. A company's culture is important in determining whether we can attract and keep the best people and whether, when situations are confusing, our employees know how they must behave.

Why are managers important to organizations?

Managers set the goals, the agenda, the measures of achievement, and the standards of behavior. In the most successful organizations, they do all that by setting an example, inspiring and orchestrating in a democratic rather than an autocratic way.

What skills do managers need to be effective in today's environment?

The ability to see the bigger picture, concentration, parallel thinking, ability to see connections, listening, sense of humor, risk taking, humility, and generosity.

第8版的新特色和新内容

我们对于在《管理学》第8版中所融入的创新感到兴奋！今日的学生处于不断变化的世界之中，而本书对他们是一本不可多得的优秀教材。我们认为，本书之所以在市场上占据领先地位，原因之一就在于它享有不断引入新内容的声誉。我们的前沿话题包括：

- 客户服务管理（第1章和第2章）
- 客户响应型文化（第3章）
- 创新型文化（第3章）
- GLOBE（全球领导与组织行为有效性）跨文化研究（第9章）
- 合乎伦理的领导（第5章）
- 社会影响管理（第5章）
- 决策偏见和失误（第6章）
- 高可信度组织（第6章）
- “三足鼎立”规则（第8章）
- 行业先行者（第8章）
- 虚拟/网络化/模块化组织（第10章）
- 管理因特网上的牢骚网站（第11章）
- 实践社团（第11章）
- 政治上正确的沟通（第11章）
- 工作满意度对客户满意度的影响（第14章）
- 社会惰化效应（第15章）
- 员工认可计划（第16章）
- 股票期权计划（第16章）
- 合乎道德的领导（第17章）
- 在线领导（第17章）
- 英雄式领导者（第17章）
- 对收益的操纵（第18章）
- 控制客户互动（第18章）
- 公司治理（第18章）

整合性的议题

除了新内容之外，我们在第8版中突出了五个整合性的议题：全球化、伦理、多元化、客户服务与创新（见表P.1）。除了客户服务（你也会同意，它对一个组织的成败极为关键，但并未被其他的管理学基础教材所涵盖）之外，这些议题对于管理学教材并不是全新的。既然如此，为什么我们选择对它们进行重点阐述？这是因为，21世纪组织中的管理者如果希望获得成功，就必须有效果、有效率地管理这些议题。我们相信，整合性的方法会帮助学生更好地理解这些议题如何渗透于管理过程中。

“成为一名管理者”

为了进一步强化我们的应用导向，在每一章都新增了一个专栏，为学生提供行动建议。学生们现在就可以采纳这些建议，为未来成长为管理者打下基础。

表 P.1 整合性的议题

章	全球化和跨文化差异	多元化	伦理	客户服务	创新
1			8	15	15~16
2	37	39	38;42	43~44	41~42
3	69	58	60~61; 74~75;	61~62;64~65	60~61
4	77~97		87,95~96		
5	105;114~115		108;110~122; 125		
6		149	144;154~155		
7			165;175		171~172
8			184;201~202	197~198	198~199
9	208		208;224~225		
10	247~248		235;252~253		248~249
11	264	263~264; 275~276	270;278~279	273;274~275	273~274
12		301~302; 303~304	297;307		
13		323	325;332~333		327~330
14	354	354	363;366~367	346	
15	373; 376; 377; 378	374	377;388~389		379~380
16	407~408	409;410	413;418~419		
17	443~444	444~445	438;449~450		
18	475~476	466	473;481~483; 486	479~481	473~474
篇尾 内容	127~128;129~ 130;226~227; 334~335;452; 510		127;130~131; 226;334;452; 510	229	227~228; 338~339

教材中的学习辅助工具

好的教科书既介绍知识,又便于教学。为了实现这一目的,我们尽量使本书成为有效的学习工具。下面,我们将介绍所设计的几个具体的教学特色工具,它们能帮助读者更好地掌握书中的内容。

• Learning Outline

Follow this Learning Outline as you read and study this chapter.

Who Are Managers?

- Explain how managers differ from nonmanagerial employees.
- Discuss how to classify managers in organizations.

What Is Management?

- Define management.
- Explain why efficiency and effectiveness are important to management.

What Do Managers Do?

- Describe the four functions of management.
- Explain Mintzberg's managerial roles.
- Describe Katz's three essential managerial skills and how the importance of these skills changes depending on managerial level.
- Discuss the changes that are impacting managers' jobs.
- Explain why customer service and innovation are important to the manager's job.

What Is an Organization?

- Describe the characteristics of an organization.
- Explain how the concept of an organization is changing.

Why Study Management?

- Explain the universality of management concepts.
- Discuss why an understanding of management is important even if you don't plan to be a manager.
- Describe the rewards and challenges of being a manager.

• Learning Review

- Describe the four functions of management.
- Explain Mintzberg's managerial roles.
- Describe Katz's three essential managerial skills and how the importance of these skills changes depending on managerial level.
- Discuss the changes that are impacting managers' jobs.
- Explain why customer service and innovation are important to the manager's job.

Learning Summary

After reading and studying this chapter, you should be able to:

- Explain how managers differ from nonmanagerial employees.
- Discuss how to classify managers in organizations.
- Define management.
- Explain why efficiency and effectiveness are important to management.
- Describe the four functions of management.
- Explain Mintzberg's managerial roles.
- Describe Katz's three essential managerial skills and how the importance of these skills changes depending on managerial level.
- Discuss the changes that are impacting managers' jobs.
- Explain why customer service and innovation are important to the manager's job.
- Describe the characteristics of an organization.
- Explain how the concept of an organization is changing.
- Explain the universality of management concepts.
- Discuss why an understanding of management is important even if you don't plan to be a manager.
- Describe the rewards and challenges of being a manager.

学习纲要、要点回顾与学习小结

虽然大多数教材都提供了学习目的和每章概要，但在它们和各章内容之间没有清晰的联系。因此，我们给出了一个解决办法。在每章开篇的“学习纲要”中，既有每章的内容概览，又有学习目标，学生可以了解他们在这一章中将要掌握哪些内容。在每个主要的小节结束处，将提供一个“要点回顾”，学生可以复习刚读过的内容。最后，在每章末尾，“学习小结”总结了一章的重要内容。这一安排方法有助于学生将注意力集中在一章的主要内容上。

对伦理问题的批判性思考

对管理者而言，能够对伦理问题进行批判性思考是很重要的。在每章的正文中，都有一个“对伦理问题的批判性思考”专栏。这一学习辅助工具所提供的内容强调了管理决策中的伦理价值观。

关于伦理问题的习题

近年来众多公司丑闻的曝光，再次凸显了管理与组织中伦理的重要性。因此，除了在每章中设有“对伦理问题的批判性思考”专栏之外，我们在章末增加了关于伦理问题的练习，向学生介绍当代管理者面临的伦理困境。

对管理问题的思考

在每章末尾都提供了意在使学生思考管理问题的习题。这些习题要求学生证明自己不但掌握了各章中的关键要点，而且能运用这些要点处理更复杂的问题。

一起工作：基于团队的习题

组织中团队工作的盛行，驱使我们每章末尾设了基于团队的习题，用来对各章中所介绍的概念或理论进行探讨或加深理解。

案例应用和习题

每章都包括一个案例应用和分析题。所选案例都是对现实世界的真实描述。通过阅读和分析案例并回答相关的问题，学生可以检查自己是否理解了各章中所讨论的管理学概念并能加以运用。

关键术语

每一章都标示出众多需要了解的关键术语。这些术语初次出现时以黑体标出，同时在相邻的页边空白处给出定义。

致谢

我们从本书审阅者的评论中获益匪浅。我们感谢下述人士，因为他们为《管理学》（第8版）提出了宝贵的评论和建议：

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简 明 目 录

第 1 篇 绪论	1
第 1 章 管理和组织导论	3
管理者是什么样的人	4
什么是管理	7
管理者做些什么	9
什么是组织	16
为什么研究管理	17
第 2 章 管理的今昔	25
管理的历史背景	26
科学管理	28
一般管理理论	29
管理的定量方法	31
理解组织行为	32
系统方法	34
权变方法	36
当前趋势和问题	37
第 2 篇 界定管理者面对的情形	48
第 3 章 组织文化和环境：管理的约束	49
管理者：全能的还是象征性的	50
组织文化	51
管理者当前面临的组织文化问题	60
环境	64
第 4 章 全球化环境中的管理	77
谁拥有什么	78
什么是全球视角	79
理解全球化环境	81
在全球做生意	84
在全球化环境中管理	86
第 5 章 社会责任与管理伦理	99
什么是社会责任	100
社会责任与经济绩效	104
管理的“绿色化”	105
基于价值观的管理	107

管理伦理	110
今日世界中的社会责任与伦理	120
第3篇 计划	132
第6章 决策:管理者工作的本质	133
决策过程	134
作为决策者的管理者	139
今日世界中的决策	151
第7章 计划的基础	157
什么是计划	158
管理者为什么要制定计划	159
管理者怎样制定计划	160
建立目标和制定计划	164
计划工作当前面临的问题	170
第8章 战略管理	179
战略管理的重要性	180
战略管理过程	182
组织战略的类型	187
今日环境中的战略管理	195
第9章 计划工具与技术	205
用于评估环境的技术	206
用于分配资源的技术	211
当前的计划技术	219
第4篇 组织	232
第10章 组织结构与设计	233
定义组织结构	234
组织设计决策	241
常见的组织设计	243
第11章 沟通与信息技术	255
理解沟通	256
人际沟通	258
组织沟通	266
理解信息技术	269
信息技术如何影响组织	272
今日组织中的沟通问题	272
第12章 人力资源管理	281
人力资源管理为何重要	282
人力资源管理过程	283
人力资源计划	285
招募与解雇	286
选择	288
上岗引导	293
员工培训	294
员工绩效管理	296
薪酬和福利	298

职业发展	299
人力资源管理中的当前问题	301
第 13 章 管理变革与创新	311
什么是变革	312
支持变革的力量	312
对变革过程的两种观点	314
管理变革	316
变革管理中的当前问题	321
激励创新	327
第 5 篇 领导	340
第 14 章 行为学基础	341
为何研究个体行为	342
态度	344
个性	350
知觉	357
学习	360
对管理者的意义	364
第 15 章 理解群体与团队	369
理解群体	370
解释工作群体的行为	372
将群体转变为有效团队	383
第 16 章 激励员工	391
什么是动机	392
早期的动机理论	393
当代的动机理论	396
当前在激励员工中面临的问题	407
从理论到实践：对如何激励员工的建议	415
第 17 章 领导	421
管理者与领导者	422
早期的领导理论	422
领导的权变理论	426
领导的前沿方法	433
21 世纪的领导议题	436
第 6 篇 控制	456
第 18 章 控制的基础	457
什么是控制	458
控制为何重要	459
控制过程	460
对组织绩效的控制	465
控制组织绩效的工具	468
控制的当前议题	475
注释	539
词汇表	593

Contents

Preface

PART 1 Introduction 2

Chapter 1 INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS 3

- Who Are Managers? 4
- What Is Management? 7
- What Do Managers Do? 9
 - Management Functions 9
 - Management Roles 10
 - Management Skills 12
 - How the Manager's Job Is Changing 14
- What Is an Organization? 16
- Why Study Management? 17
 - The Universality of Management 17
 - The Reality of Work 19
 - Rewards and Challenges of Being a Manager 19
- Boxed Features
 - ◆ Managers Speak Out 7
 - ◆ Thinking Critically About Ethics 8
 - ◆ Managing Your Career 18
 - ◆ Becoming a Manager 19
 - ◆ Managers Respond to a Manager's Dilemma 21
- Learning Summary 22
- Thinking About Management Issues 22
- Working Together: *Team-Based Exercise* 22
- Case Application: *Lipschultz, Levin & Gray* 23

Chapter 2 MANAGEMENT YESTERDAY AND TODAY 25

- Historical Background of Management 26
- Scientific Management 28
 - Important Contributions 28
 - How Do Today's Managers Use Scientific Management? 29
- General Administrative Theorists 29
 - Important Contributions 29
 - How Do Today's Managers Use General Administrative Theories? 30
- Quantitative Approach to Management 31
 - Important Contributions 31
 - How Do Today's Managers Use the Quantitative Approach? 32
- Toward Understanding Organizational Behavior 32
 - Early Advocates 33
 - The Hawthorne Studies 33
 - How Do Today's Managers Use the Behavioral Approach? 34
- The Systems Approach 34
 - The Systems Approach and Managers 35
- The Contingency Approach 36
 - The Contingency Approach and Managers 36
- Current Trends and Issues 37
 - Globalization 37
 - Ethics 38

- Workforce Diversity 39
- Entrepreneurship 40
- Managing in an E-Business World 40
- Knowledge Management and Learning Organizations 41
- Quality Management 43

Boxed Features

- ◆ Thinking Critically About Ethics 42
- ◆ Becoming a Manager 43
- ◆ Managers Respond to a Manager's Dilemma 45

Learning Summary 46

Thinking About Management Issues 46

Working Together: *Team-Based Exercise* 46

Case Application: *Timbuk2* 47

PART 2 Defining the Manager's Terrain 48

Chapter 3 ORGANIZATIONAL CULTURE AND THE ENVIRONMENT: THE CONSTRAINTS 49

- The Manager: Omnipotent or Symbolic? 50
 - The Omnipotent View 50
 - The Symbolic View 50
 - Reality Suggests a Synthesis 51
- The Organization's Culture 51
 - What Is Organizational Culture? 51
 - Strong Versus Weak Cultures 53
 - The Source of Culture 54
 - How an Organization's Culture Continues 54
 - How Employees Learn Culture 56
 - How Culture Affects Managers 58
- Current Organizational Culture Issues Facing Managers 60
 - Creating an Ethical Culture 60
 - Creating an Innovative Culture 60
 - Creating a Customer-Responsive Culture 61
 - Spirituality and Organizational Culture 62
- The Environment 64
 - Defining the External Environment 64
 - How the Environment Affects Managers 69
- Boxed Features
 - ◆ Managing Your Career 55
 - ◆ Managing Workforce Diversity 58
 - ◆ Thinking Critically About Ethics 61
 - ◆ Becoming a Manager 72
 - ◆ Managers Respond to a Manager's Dilemma 73
- Learning Summary 74
- Thinking About Management Issues 74
- Working Together: *Team-Based Exercise* 74
- Ethical Dilemma Exercise 74
- Case Application: *United States Air Force Academy* 75

Chapter 4 MANAGING IN A GLOBAL ENVIRONMENT 77

- Who Owns What? 78
- What's Your Global Perspective? 79