

影印

世界工商管理名典系列 (影印版)

Modern Management

Diversity, Quality, Ethics,
and the Global Environment

Seventh Edition

现代管理学

(第七版)

Samuel C. Certo



清华大学出版社

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Samuel C. Certo

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出版说明

为了适应我国社会主义市场经济的建设和发展,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 Prentice Hall 国际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,绝大部分是该领域中较具权威性的经典之作。在选书的过程中,我们得到了很多专家、学者的支持、帮助与鼓励,在此深表谢意!本书由对外经济贸易大学国际工商管理学院马春光教授审阅,在此一并致谢!

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。

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。

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INTERNET APPENDIX

Learning Entertainment Exercises on the World Wide Web

Welcome to one of the most stimulating new innovations in management education today! The Internet Appendix has been designed to make your management education more exciting, interesting, valuable, and closely linked to real companies and the ways in which they are managed. This appendix is the first of its type to accompany a principles of management text and represents a bold new thrust in management education. Read further to gain an appreciation of the tremendous impact that the Internet Appendix can have on your study of management.

What Is the Internet Appendix?

As its name suggests, the Internet Appendix is an assortment of Internet-based learning exercises that you can use to enhance the quality of your management education. The exercises are all different and primarily tied to interactive electronic tours that you will take through actual web site locations of real companies on the World Wide Web. The Internet Appendix emphasizes the study of companies of different sizes and types. Based on the latest technology, the Internet Appendix uses electronic publishing to complement and continually update materials in your text that are published in a more traditional format.

Where is the Internet Appendix?

The Internet Appendix is NOT in this book. Instead, it is on the Internet. The material that you are now reading is meant only as an introduction to the Internet Appendix.

How Do I Access the Internet Appendix?

The Internet Appendix assumes that you know how to get on and how to find locations on the Internet. The Web site address of the Internet Appendix is obviously linked to the author of this text, Professor Samuel Certo: <http://www.profcerto.com>

How Do I Use the Internet Appendix?

Access the Internet Appendix at the address shown in the answer to the preceding question. Once you have "arrived at" this address, you will get instructions about specific exercises and how to use them. *You can use the Internet Appendix as a formal part of your study (as indicated by your instructor) or as an informal part of your study to enhance your understanding of the concepts in this book.*

What Companies Will I Study through the Exercises in the Internet Appendix?

One advantage of an "Internet Appendix" as opposed to a more traditional appendix is that it can be updated periodically to provide students with information that is as current as possible. From time to time, in order to take advantage of this updating capability, the companies studied in Internet Appendix exercises will change. Initially, the exercises will focus on large companies like IBM, Dow Chemical Company, Chrysler Corporation, Wal Mart, and Kroger, as well as smaller companies like WebSolvers and Clark and Associates. The Internet Appendix has been specially designed to allow students to move quickly and easily to and from the web site locations of such companies.

How Does the Internet Appendix Relate to this Text?

The Internet Appendix is divided into six major sections corresponding to the six major sections of this text. In addition, each appendix section contains Internet learning exercises that correspond to the text

(Continued on inside back cover)

PREFACE

As it was in the previous six editions of *Modern Management*, the purpose of this text is to prepare students to be managers. Coverage includes a wealth of conventional wisdom related to traditional management challenges. In addition, contemporary management challenges related to such issues as people, diversity, quality, ethics, and the global environment are featured. Overall, this book is carefully crafted to present traditional management concepts, important contemporary management issues, and insights regarding ways that students should handle both in order to ensure organizational success.

The seventh edition of the **Modern Management Learning Package**—which is to say, this text plus its ancillaries—continues a recognized and distinctive tradition in management education. This tradition entails clear, concise, current, and thorough coverage of management concepts. In addition, that tradition features learning materials that are based upon an understanding of and a determination to enhance the student learning process. Only instructional-support materials that contribute to the design and conduct of the highest-quality principles of management courses are included in the package.

Revisions to the **Modern Management Learning Package** have been spirited by a single objective—improving student learning. All revisions reflect a responsiveness to instructor and student insights regarding ways to refashion the package in order to further enhance student learning. Starting with the text, the following sections describe and explain each major component of this revision.

TEXT: THEORY OVERVIEW

Decisions about which concepts to include in this text were indeed difficult. Such decisions were heavily influenced by information from accrediting agencies like the American Assembly of Collegiate Schools of Business (AACSB), organizations established by professional managers like the American Management Association (AMA), and organizations established by management scholars like the Academy of Management. Overall, management theory in this text is divided into six main sections:

- Introduction to Management
- Planning
- Organizing
- Influencing
- Controlling
- Topics for Special Emphasis.

Of course, updates of theory and examples have been made extensively in every section. More detailed discussion of content and other revisions to each section follows.

Introduction to Management

This section lays the groundwork necessary for studying management.

- **Chapter 1, Management and Management Careers**, not only exposes students to what management is, but also gives them an understanding of special career issues, such as the progress of women in management, dual-career couples, and the multicultural workforce.
- **Chapter 2, The History of Management**, presents several fundamental but different ways in which managers can perceive their jobs. The work of management pioneers like Frederick W. Taylor, Frank and Lillian Gilbreth, and Henry L. Gantt is highlighted. This edition includes expanded coverage of the human relations movement.
- **Chapter 3, Corporate Social Responsibility and Business Ethics**, discusses the responsibilities that managers have to society and how business ethics applies to modern management. For this edition, a new focus on determining if social responsibility exists in a particular situation has been added.
- **Chapter 4, Managing in the Global Arena**, represents a major new enhancement to this edition. New coverage includes discussion of domestic versus international, multinational, and transnational organizations; expatriates and repatriation; and international market agreements like the European Community (EC) and the North American Free Trade Agreement (NAFTA).

Discussion also extends to the evolving international market agreement among Pacific Rim countries. Note that to better enable students to reflect on global management issues throughout the course, this chapter has been moved from the last section to the first section of this book.

Planning

This section elaborates on planning as a primary management function.

- The section begins with **Chapter 5, Organizational Objectives**, in order to emphasize the set-

ting of organizational objectives as the beginning of the planning process.

- **Chapter 6, Fundamentals of Planning**, presents the basics of planning.
- **Chapter 7, Making Decisions**, discusses the decision process as a component of the planning process. New coverage focuses on group decision processes like brainstorming, the nominal group technique, and the Delphi technique. New coverage also focuses on advantages and disadvantages of having groups make decisions and problems in evaluating group decision process.
- **Chapter 8, Strategic Planning**, highlights Porter's model for industry analysis, the BCG Growth-Share Matrix, the GE Portfolio Matrix, strategy implementation, and strategic control.
- **Chapter 9, Plans and Planning Tools**, discusses various planning tools, such as forecasting and scheduling, that are available to help formulate plans.

Organizing

This section discusses organizing activities as a major management function.

- **Chapter 10, Fundamentals of Organizing**, presents the basic principles of organizing.
- **Chapter 11, Responsibility, Authority, and Delegation**, focuses on ways to organize worker activities.
- **Chapter 12, Managing Human Resources**, discusses hiring and developing people who will make desirable contributions to the attainment of organizational objectives.
- **Chapter 13, Organizational Change and Stress**, focuses on ways in which managers change organizations and highlights some stress-related issues that can accompany such action. Discussion also stresses the definition of stress and the importance of studying and managing stress.

Influencing

This section discusses ways in which managers should deal with people. Reflecting the spirit of AACSB guidelines encouraging more coverage of human factors in the business curriculum, the influencing section has been revised extensively.

- **Chapter 14, Fundamentals of Influencing and Communication**, introduces the topic of managing people, defines interpersonal communication, and presents organizational communication as the primary vehicle that managers use to interact with people.

- **Chapter 15, Leadership**, highlights more traditional concepts like the Vroom-Yetton-Jago leadership model, the path-goal theory of leadership, and the life cycle theory of leadership. Coverage new to this edition includes additional concepts like transformational leadership, coaching, Super-Leadership, and entrepreneurial leadership.
- **Chapter 16, Motivation**, defines *motivation*, describes the motivation process, and provides useful strategies that managers can use in attempting to motivate organization members.
- **Chapter 17, Groups, Teams, and Corporate Culture**, emphasizes managing clusters of people as a means of accomplishing organizational goals. This chapter has been significantly revised to include new coverage of managing teams. Discussion focuses on groups versus teams; virtual teams; problem-solving, self-managed, and cross-functional teams; stages of team development; empowerment; and factors contributing to team effectiveness.
- **Chapter 18, Understanding People: Attitudes, Perception, and Learning**, is new to this edition. Coverage focuses on important characteristics of people that managers must understand. First, the relationship among attitudes, values, and beliefs is described; then the role of attitudes in influencing behavior is discussed. Detailed coverage is also extended to such topics as employee attitudes and key theories about ways in which to change attitudes. The chapter then turns to perception and the perceptual process, including detailed analyses of attribution theory and perceptions of procedural justice. Finally, the concept of learning is studied. The most important theories of learning are covered, including operant and cognitive learning, as are key approaches to the learning process, including goal-setting and reinforcement strategies.

Controlling

This section presents control as a major management function.

- **Chapter 19, Principles of Controlling**, discusses the basics of control.
- **Chapter 20, Production Management and Control**, focuses on the creation of goods and services, paying special attention on automation and production strategies, systems, and processes available to managers.
- In keeping with the spirit of AACSB guidelines, **Chapter 21, Information and Technology**, has been significantly revised to add more coverage of current technology. New coverage emphasizes in-

formation technology by discussing recent developments ranging from E-mail, electronic data interchange, and videoconferencing to the Internet and the World Wide Web. Discussion focuses on becoming a better manager by using technological tools, *not* by understanding the intricacies of technology design.

Topics for Special Emphasis

The last section of *Modern Management* discusses additional issues important to managers operating in today's organization and today's global environment.

- **Chapter 22, Quality: Building Competitive Organizations**, emphasizes building quality through all phases of organizational activity. Discussion focuses on defining *quality*, achieving quality through strategic planning, and describing the management skills necessary to build quality throughout an organization. The ideas of such internationally known quality experts as Philip B. Crosby, W. Edwards Deming, and Joseph M. Juran are highlighted.
- **Chapter 23, Management and Diversity**, defines *diversity*, explains the advantages of promoting diversity in organizations, and outlines ways in which managers can promote diversity. This chapter also discusses some key challenges and dilemmas that managers face in attempting to build a diverse workforce.

TEXT: STUDENT LEARNING AIDS

Several features of this text were designed to make the study of management more efficient, effective, and enjoyable. Following is a list of these features and an explanation of each.

Learning Objectives

The opening pages of each chapter contain a set of learning objectives that are intended as guidelines for studying the chapter.

Chapter Outlines

The opening pages of each chapter also contain a chapter outline that previews the textual material and helps the reader keep the information in perspective while it is being read.

Chapter Highlights

Chapter highlights are another exciting feature of this text. In essence, highlights are extended examples or

“boxes” emphasizing the wide range of ways in which modern managers face contemporary issues in real companies. Each chapter has from 3 to 5 highlights. The highlights program has been significantly revised in this edition and includes the following elements:

- **Spotlights**. Spotlights focus on the following major textual themes: diversity, quality, ethics, and the global environment. At least two Spotlights appear in each chapter, with all topics receiving equivalent emphasis throughout the book. In Chapter 13, for instance, an Ethics Spotlight focuses on the relationship between attitude changes and a responsible approach to job safety at Sonoco Products Company. In the same chapter, a Diversity Spotlight reports on changing attitudes toward disabled workers at McDonald's.
- **People Perspectives**. Each chapter contains one section called People Perspectives, a feature emphasizing how a people issue related to chapter content actually exists in a real organization. Reflecting the spirit of AACSB guidelines, People Perspectives are a continuing theme throughout the text, emphasizing that the fact people issues are both critical to leadership in organizations and related to all facets of management. Thus Chapter 12 features a People Perspective focusing on a program at NationsBank for developing a high-quality child-care program.
- **Cutting Edge**. Each chapter contains one Cutting Edge, a feature emphasizing current management practices in a wide variety of organizations. This feature illustrates recent and exciting actions taken by management to address organizational threats and opportunities. Thus in Chapter 21, a Cutting Edge feature describes the work of Dell Computer's recently organized Internet SWAT team.

Introductory Cases with “Back to the Case” Sections

The opening of each chapter contains a case study that introduces readers to management problems related to chapter content. Detailed “Back to the Case” sections appear throughout each chapter, applying specific areas of management theory discussed in the chapter to the introductory case. All cases involve real companies, ranging from American Speedy Printing Centers and Arkansas Freightways to United Airlines, Polaroid, and Ortho Pharmaceutical. Well over half of the cases in this edition are new or updated.

Internet Appendix

The Internet Appendix is not only new to this edition, but represents an exciting and valuable innovation in the

field of management education. The Internet Appendix is an assortment of Internet-based learning exercises specifically designed to enhance student learning via this text. These exercises are all different, and all are tied to interactive tours for students through actual locations of companies on the World Wide Web. Each text chapter has a corresponding learning-enrichment exercise that is accessed through the website built for *Modern Management*. Exercises are flexible and can be used as the basis for assigned learning activities like group projects for classroom discussion, individual assignments, or voluntary independent-study activities. Additional explanation of the Internet Appendix appears on the inside front and back cover. Become more familiar with the Internet Appendix by visiting <http://www.profcerto.com>

Chapter Internet Icons. New to this edition, an Internet Appendix icon appears in the materials at the end of each chapter. The icon is accompanied by a reminder that additional study materials related to the chapter are contained in the Internet Appendix and can be used independently by students to enhance their learning about management even if their course does not require such usage.

End-of-Chapter Pedagogy

As in the previous edition of *Modern Management*, several pedagogically useful features are integrated at the end of each chapter:

Action Summaries. Each chapter ends with an action-oriented chapter summary that allows students to respond to several objective questions that are clearly linked to the learning objectives stated at the beginning of the chapter. Students can check their answers against the answer key at the end of the chapter. This key also lists the pages in the chapter that can be referred to for a fuller explanation of the answers.

Introductory Case Wrap-Up. Each chapter ends with several questions about the introductory case. These questions provide an additional opportunity to apply chapter concepts directly to the case.

Issues for Review and Discussion. The concluding pages of each chapter contain a set of discussion questions that test the understanding of chapter material and can serve as a vehicle for study and for class discussion.

Chapter-Ending Cases. Every chapter of *Modern Management* contains a case that students can analyze, either on their own or as a group activity. *All of these cases are brand-new to this edition of the book.*

Skills Exercise. In conjunction with each chapter-ending case, there is a brief “Skills Exercise” in which students are given suggested teamwork assignments for further in-depth study.

Additional Features

- **Marginal Notes.** Each chapter contains marginal notes that can be helpful both in initial reading and for review. These notes highlight key terms in each chapter while providing brief definitions for student review.
- **Glossary.** Major terms and their definitions are gathered at the end of the text. Terms appear in boldface type and include references to the text pages on which the discussion of the term appears.
- **Illustrations.** Figures, tables, and photographs depicting various management situations are used throughout the text to help bridge the gap between management theory and real-world facts and figures.

Video Sectional Cases

New to this edition is a series of seven video cases focusing on Lands’ End, Inc., a major catalog retailer headquartered in Dodgeville, Wisconsin. Each case includes an 8-10-minute video on some facet of Lands’ End operations and is accompanied by appropriate questions that students should explore. The videos were produced specifically for this text and designed to be interesting, engaging, and helpful to students in learning management concepts. One video case corresponds to each major text part and allows students to review and apply major sections of text material. Video cases were purposefully designed to allow instructors to use any or all of the videos in building the management course best suited for their students. Extensive instructional materials are also available to help instructors integrate these video cases into their courses.

1. **LANDS’ END, INC.—A BRIEF HISTORY:** Found at the end of Chapter 1, this Introductory Case reviews the history of the company, defines its core business, and gives general background information that students may find necessary for future case analysis.
2. **DOING BUSINESS ABROAD THE LANDS’ END WAY:** Discusses the expansion of Lands’ End into the international market (specifically The United Kingdom and Japan), the strategic decisions involved, and the ways in which cultural differences have been addressed.
3. **PLANNING IN THE COMING HOME DIVISION AT LANDS’ END:** Looks at the plan-

ning and implementation of the decision to expand the Lands' End product line into the home textile (curtains and bedding) market.

4. **PRODUCT DEVELOPMENT AT LANDS' END: FROM A FUNCTIONAL TO A TEAM APPROACH:** Traces the process of reorganizing the company's structure from one based on functional areas (creative, merchandising, quality, inventory, design, and support) to one based on product teams.
5. **LANDS' END: CONTROLLING A MUCH-ENVIED WORK CLIMATE:** Examines the innovative and unique corporate culture that makes Lands' End one of "The 100 Best Companies to Work for in America."
6. **LANDS' END: GETTING THE PRODUCT OUT TO THE CUSTOMER:** Details internal operations from receiving to shipping, explaining how inventory is controlled, orders are processed, and quality assured.
7. **GIVING HIGH QUALITY CUSTOMER SERVICE: A FOCAL POINT AT LANDS' END:** Explains that, rather than a trend for the 1990's, commitment to quality is a guiding principle for all Lands' End employees. This case discusses how this passion for quality is instilled and how it is maintained.

Each accompanying video was shot on location and includes interviews with each of the case principles as well as additional background material. Each video runs approximately 8 minutes and is accompanied by an extensive teaching note.

Both the author and publisher are grateful to the people at Lands' End and thank them for their openness, cooperation, and honesty.

Additional Teaching Materials

Instructor's Manual. Includes chapter outlines, case and video notes for Lands' End Inc., and Internet Exercise support.

Electronic Instructor's Manual. Includes all of the previously mentioned material, plus an option for professors to annotate and add their own material.

Test Item File. Contains multiple-choice, true/false, essay, and scenario-based questions.

Custom Test for Windows and Macintosh. Contains all the above test questions plus the option for professors to customize and adapt their own material.

Electronic Transparencies. Includes over 200 PowerPoint four-color overheads, available on 3.5" disks.

Color Transparencies. Contains 100 four-color overheads for classroom use taken from the electronic files and produced on high quality mylar.

Experiencing Modern Management. A student-oriented workbook, including both study activities and over 70 experiential exercises for classroom or home assignment.

Instructor's Manual for Experiencing Modern Management. Contains answers to study activities questions as well as information on incorporating and facilitating experiential exercises into the classroom.

Lands' End Inc. Video Case Series. Produced exclusively for this text by Prentice Hall, these six part ending cases and introductory case are enhanced by videos featuring the people involved and additional background information.

ACKNOWLEDGMENTS

The **Modern Management Learning Package** has maintained its popularity and position as a market leader since it was written over two decades ago. Over the years, this package has been used in colleges and universities, as well as in professional management-training programs. It has been translated into foreign languages for distribution throughout the world and has been used by over half a million students.

I have received much recognition for the success of this text. Considerable recognition for the success of this project, however, should be given to valuable contributions made by many of my respected colleagues. I am pleased to recognize the contributions of these individuals and extend to them my warmest personal gratitude for their professional insights, as well as for their personal support and encouragement throughout the life of this project.

Professor Lee A. Graf, Illinois State University, deserves special recognition. As a close personal friend, he has been specially vigilant in helping to keep this text a market leader since the first edition. In this edition, Dr. Graf has made the significant contribution of crafting the sectional video cases on Lands' End. His overall professional competence and instructional insights have made the Lands' End cases a significant contribution to this edition.

Other colleagues have also made important contributions to this text and its ancillaries. I would like to thank these individuals for their dedication and professionalism in making this project all that it can be. These professionals and the contribution that each has made are listed below:

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Michael Carrell of Morehead State University for assistance in the composition of Chapter 18, "Understanding People: Attitudes, Perception, and Learning," which is new to this edition

Teachable Tech of Atlanta, Georgia, for assistance in researching and writing the new chapter-ending cases and skills exercises

In addition, both Prentice Hall and I would like to extend a special thanks to Lisa Mullens, Coordinator of Public Relations at Lands' End, Inc. She did a thorough and thoroughly gracious job of marshaling the resources that Lands' End made available to us in the creation of our seven new video cases.

Every author appreciates the valuable contribution reviewers make to the development of a text project. Reviewers offer that "different viewpoint" that requires an author to constructively question his or her work. I again had an excellent team of reviewers. Thoughtful comments, concern for student learning, and insights regarding instructional implications of the written word characterized the high-quality feedback I received. I am pleased to be able to recognize members of my review team for their valuable contributions to the development of this text:

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I am deeply indebted to many colleagues and friends at Prentice Hall for their outstanding support, vision, and encouragement throughout the development and publication of this text and its ancillary package. As Acquisitions Editor, David Shafer has been a constant source of innovative ideas and support. His relentless focus on excellence was a driving force throughout all phases of text development. As Senior Development Editor, Ron Librach's careful attention to communicating to students as opposed to simply writing a text for them did not go unnoticed. His writing-oriented suggestions undoubtedly made this text a more effective learning instrument. The invaluable efforts of Lynne Breitfeller and Carol Burgett ensured timely, high-quality text production. Last, but certainly not least, I'd like to thank my friend and colleague Bill Oldsey, President of Prentice Hall Business Publishing for creating an organization in which this text can flourish.

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