

当代全美 **MBA** 经典教材书系 (英文原版)

北大光华管理学院 IMBA、MBA 推荐用书

培生教育出版集团精选教材系列

管理沟通： 案例分析法

第 1 版

James S. O'Rourke, IV / 著

Management
Communication:
A Case-Analysis Approach

北京大学出版社
<http://www.pup.com.cn>
<http://www.digishop.com.cn>

培生教育出版集团
Pearson Education
<http://www.prenhall.com>



Prentice
Hall

管理沟通 案例分折法

管理沟通

案例分折法

作者：[作者姓名]

出版社：[出版社名称]



ISBN: [ISBN号]

Management Communication: A Case-Analysis Approach

第 **1** 版

管理沟通：
案例分析法

James S. O'Rourke, IV / 著

University of Notre Dame

Prentice
Hall

北京大学出版社

<http://www.pup.com.cn>

<http://www.digishop.com.cn>

培生教育出版集团

Pearson Education

<http://www.prenhall.com>

北京市版权局著作权合同登记图字:01-2001-5436号

图书在版编目(CIP)数据

管理沟通:案例分析法/(美)奥罗克(O'Rourke,J.S.)著. —影印本. —北京:北京大学出版社,2002.1
(当代全美MBA经典教材书系)

ISBN 7-301-05426-2

I.管... II.奥... III.管理学-研究生-教材-英文 IV.C93

中国版本图书馆CIP数据核字(2001)第094925号

English reprint edition copyright © 2002 by **PEARSON EDUCATION NORTH ASIA LIMITED** and **PEKING UNIVERSITY PRESS** (Original English language title from Proprietor's edition of the Work)

Original English language title:

Management Communication: A Case-Analysis Approach, 1th ed. by James S. O'Rourke.IV

Copyright © 2001 by Prentice Hall, Inc.

All Rights Reserved.

Published by arrangement with the original publisher, Prentice Hall, Inc., a Pearson Education Company.
This edition is authorized for sale only in People's Republic of China (excluding the Special Administrative Region of Hong Kong and Macao).

丛书策划:彭松建 金娟萍 林君秀 张芳

书名:管理沟通:案例分析法(第1版)

著作责任者:James S. O'Rourke, IV

责任编辑:林君秀 张慧欣

标准书号:7-301-05426-2/F.0483

出版发行:北京大学出版社

地址:北京市海淀区中关村北京大学校内 100871

网址:www.pup.com.cn 电子信箱:zpup@pup.pku.edu.cn

电话:出版部 62752015 发行部 62754140 编辑部 62752027

排版者:北京天宇盛业文化信息咨询有限公司

印刷者:中国科学院印刷厂

经销者:新华书店

850毫米×1168毫米 16开本 18.5印张 372千字

2002年1月第1版 2002年1月第1次印刷

印数:1~3000册

定价:30.00元

版权所有,翻印必究。

本书封面贴有 Pearson Education 出版集团激光防伪标签,无标签者不得销售。

学术委员会

☐ 主 编:厉以宁

☐ 副主编:张维迎

☐ 委 员(按姓氏笔划):

于鸿君 王立彦 王建国 王其文

朱善利 厉以宁 刘 力 邹恒甫

张国有 张维迎 陆正飞 周春生

林君秀 武常歧 徐信忠 梁钧平

梁鸿飞 徐淑英 涂 平 符 丹

曹凤岐

·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管理研究的前列,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(英文原版)》,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,中国将进一步加大与世界各国的政治、经济、文化各方面的交流和合作,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现象,特别是了解国际贸易规则、能够适应国际竞争需要的国际管理人才,更是中国在未来国际竞争中所必需的人才。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,受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的成因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。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,特别是在我国加入WTO后急需的上百万人才中,对MBA人员的需求更是占1/3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,在这里我们要提几点看法。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可能找不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籍;选择名校、名作者的书籍;选择再版多次并且非常流行的书籍。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。

北京大学出版社推出的《当代全美MBA经典教材书系(英文原版)》弥补了国内MBA教材市场的缺憾,给国内MBA教材市场注入了一股新鲜的血液。全套丛书共由22本书组成,覆盖了北京大学MBA的全部主修课程,包括:经济学、管理学、营销学、战略管理、管理信息系统、运作管理、人力资源管理、商务沟通、国际金融、金融管理、决策分析、货币银行学、会计学等。另外在十几门主课的基础上又增加了几门高级选修课程,包括:国际会计学、组织行为学、投资学、商务学、财务报表解析、管理会计、管理沟通、商业伦理学、企业家精神等。

本套丛书的筛选大体上本着以上所提到的几点原则,即,(1)出“新”。克服以往教材知识陈旧、落后的弊端,大部分教材的出版年限都选择在2002年,与国外原版书同步出版。(2)出“好”。本套丛书收入了美国哈佛大学、斯坦福大学、麻省理工学院等著名院校所采用的教材,如:《管理学》、《营销管理》、《管理信息系统》、《管理人力资源》、《财务会计》、《管理会计》、《面向管理的数量分析》等;本套丛书收入著名学术界宗师包括斯蒂芬·罗宾斯(《管理学基础》)、菲利

普·科特勒(《营销管理架构》)、查尔斯·亨格瑞(《财务会计》)、威廉·鲍莫尔(《经济学:理论、方针和政策》)等人的学术巨著。(3)出“精”。大多数教材都是再版多次,经过不断的修改和完善而成的,如:再版5次的《卓越的商务沟通》、《现代投资理论》、《商业伦理:概念和案例》等;再版6次的《货币、银行和金融市场经济学》、《商务学》、《财务报表解析》等;再版7次的《面向管理的数量分析》等;再版8次的《经济学:理论、方针和政策》、《财务会计》、《管理信息系统》等;甚至还有再版12次的《金融管理与政策》、《管理会计》。本丛书中每一本书的选择都依据该书旧的版本,或作者过去同类书籍的销售情况,选择居于该领域销售排行榜首位的教材。

本套《当代全美 MBA 经典教材书系(英文原版)》集合了美国经济学界和管理学界各个学科领域专家的权威巨著,该丛书经过北京大学光华管理学院及其他著名高校的知名学者的精心选编,包括了大量精深的理论指导和丰富的教学案例,真正称得上是一套优中选精的丛书。

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,北京大学出版社英文影印版教材的顺利出版离不开他们的无私帮助,在此,我们将对审读并对本套图书提出过宝贵意见的老师们表示衷心的感谢,他们是:

北京大学光华管理学院:符国群、李东、梁钧平、陆正飞、王建国、王其文、杨岳全、于鸿君、张国有、张圣平、张志学、朱善利(按拼音排序)

中央财经大学会计系:孟焰

本套丛书的顺利出版还得到了培生教育集团(Pearson Education)北京代表处、汤姆森学习集团(Thomson Learning)北京代表处的大力支持,对他们的付出我们也非常感谢。

教辅材料说明

教材,顾名思义教学之材料,它和普通的书籍有一个很大的区别,就是必须以“方便教授教学”为主。所以,好的教材更需有完备的教学辅助材料相匹配,且每一本教材都要有教辅材料,只有配备了齐全的辅助材料才能称其为完整的教材。北京大学出版社的《当代全美 MBA 经典教材书系(英文原版)》系我社获全球最大的教育出版集团,美国培生教育集团(Pearson Education Group)独家授权之英文影印版本。Pearson Education 旗下的国际知名教育图书出版公司 Prentice Hall/Addison Wesley/Longman,以其高品质的经济类出版物,已成为全美乃至全球高校采用率最高的教材,享誉全球教育界、工商界。我社在选择此套教材的过程中,尽量选择教辅材料齐全的教材,这些教辅材料包括:教学指导用书、教学提纲、测试题、解答题、课堂演示文稿等,以书、幻灯片(Powerpoint Mesentation)、Disk、CD、CD-ROM 等形式出现。我社特获权独家复制以上材料,并向采用该书的教师免费赠送。同时,这些材料还可通过访问培生教育集团相关站点:<http://www.prenhall.com>、<http://www.pearsoned.com>、<http://www.aw.com> 或国内站点:<http://www.digishop.com.cn> 免费下载。

欲获得相关教辅材料的教师烦请填写后面的《教辅资料支持表》,以确保此教辅材料仅为教师获得。

出版声明

本套丛书是对国外原版教材的直接影印,由于各个国家政治、经济、文化背景的不同,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做出一份贡献。

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

数字经实公司

2002年1月

内 容 简 介

在当今世界商务已经走向全球进入电子商务飞速发展的时代,《管理沟通:案例分析法》第1版,对管理行为和管理思想提出了战略性的方法。它侧重于交互式沟通、沟通伦理、倾听和反馈、非语言沟通、跨文化和跨国界的沟通、冲突管理、商务会议以及处理与新闻媒介的关系等。本书为商务写作、商务交流提供了最新的方法,这使得它可以作为高级的或研究生水平的教材或参考读物。本书包含30多个内容新颖的案例,使课堂学习及讨论更加生动活泼。本书具有如下特色:前瞻性的观点;最新的研究成果;分几章叙述人际沟通能力,使学生的学习更有侧重;幽默风趣纪实型的写作风格。另外,本书还增加了与新闻媒介进行沟通的章节。

适用性:适合高年级本科生高级商务沟通、组织沟通、管理沟通课程和一年级研究生及MBA管理沟通课程,还可作为各企业、公司管理人员的培训教材和参考用书。

畅销性:本书作者同类教材被欧美澳等地区的几百所大学采用,本书被芝加哥大学采用为教材,并经国内专家审定为优秀教材并推荐给国内读者。

To those who matter most in my life: Pam, Colleen, Molly, and Kathleen. My success in life would have been impossible without you and meaningless had it happened by chance. You are the reason I write.

To my colleagues: Carolyn, Sandra, Renee, and Cynthia. You are among many who have inspired me, corrected me, kept me honest, and held me accountable for my ideas. And to my friends in MCA and the Arthur Page Society: Thank you for the encouragement, counsel, and good ideas. My life has been richer for having shared your company.

PREFACE



Many years ago, as an Air Force officer assigned to a flight test group in the American Southwest, I had the opportunity to speak with an older (and obviously wiser) man who had been in the flying business for many years. Our conversation focused on what it would take for a young officer to succeed—to become a leader, a recognized influence among talented, trained, and well-educated peers. His words were prophetic: “I can think of no skill more essential to the survival of a young officer,” he said, “than effective self-expression.” That was it. Not physical courage or well-honed flying skills. Not advanced degrees or specialized training, but “effective self-expression.”

In the years since that conversation, I have personally been witness to what young managers call “career moments.” Those are moments in time when a carefully crafted proposal, a thorough report, or a deft response to criticism have saved a career. I’ve seen young men and women offered a job as a result of an especially skillful speech introduction. I’ve seen others sputter and stall when they couldn’t answer a direct question—one that fell well within their area of expertise—during a briefing. I’ve watched in horror as others simply talked their way into disfavor, trouble, or oblivion.

Communication is, without question, the central skill any manager can possess. It is the link between ideas and action. It is the process that generates profit. It is the emotional glue that binds humans together in relationships, personal and professional. It is, as the poet William Blake put it, “the chariot of genius.” To be without the ability to communicate is to be isolated from others in an organization, an industry, or a society. To be skilled at it is to be at the heart of what makes enterprise, private and public, function successfully.

The fundamental premise on which this book is based is simple: communication is a skill which can be learned, taught, and improved. You have the potential to be better at communicating with other people than you now are. It won’t be easy, but this book can certainly help. The very fact that you’ve gotten this far is evidence that you’re determined to succeed, and what follows is a systematic yet readable review of those things you’ll need to pay closer attention to in order to experience success as a manager.

What This Book Is About. This book will focus on the processes involved in management communication and concentrate on ways in which business students and entry-level managers can become more effective by becoming more knowledgeable and skilled as communicators.

The second premise on which this book is based is also simple: writing, speaking, listening, and other communication behaviors are the end-products of a process that begins with critical thinking. It is this process that managers are called on to employ every day in the workplace to earn a living. The basic task of a manager, day in and day out, is to solve managerial problems. The basic tools at a manager’s disposal are mostly rhetorical.

Management Communication supports learning objectives that are strategic in nature, evolving as the workplace changes to meet the demands of a global economy that is changing at a ferocious pace. What you will find in these pages assumes certain basic competencies in communication, but encourages growth and development as you encounter the responsibilities and opportunities of mid-level and higher management, whether in your own business or in large and complex, publicly-traded organizations.

What's Different About This Book. This book is aimed directly at the way most professors of management communication teach, yet in a number of important ways is different from other books in this field.

First, the process is entirely strategic. We begin with the somewhat non-traditional view that all communication processes in successful businesses in this century will be fully integrated. What happens in one part of the business affects all others. What is said to one audience has outcomes which influence others. Without an integrated, strategic perspective, managers in the New Economy will find themselves working at cross-purposes, often to the detriment of their businesses.

Second, the approach offered in *Management Communication* integrates ethics and the process of ethical decision-making into each aspect of the discipline. Many instructors feel either helpless or slightly uncomfortable teaching ethics in a business classroom. Yet, day after day, business managers find themselves confronted with ethical dilemmas and decisions that have moral consequences for their employees, customers, shareholders, and other important stakeholders.

This text doesn't moralize or preach. Instead, it offers a relatively simple framework for ethical decision-making that students and faculty alike will find easy to grasp. Throughout the book, especially in case studies and role-playing exercises, you will learn to ask questions that focus on the issues that matter most to your classmates and colleagues. The answers won't come easily, but the process of confronting the issues will make you a better manager.

Third, this text includes separate chapters on Listening and Feedback, as well as Communicating Nonverbally, Communicating in Intercultural and International Contexts, and Managing Conflict. These are topics that are often either ignored or shortchanged in other texts. Interpersonal communication skills such as these are clearly central to the relationship-building and personal influence all managers tell us they find indispensable to their careers.

Finally, *Management Communication* examines the often tenuous but unavoidable relationship that business organizations and their managers have with the news media. A step-by-step approach is presented to help you develop strategies and manage relationships—in both good news and bad news situations. Surviving a close encounter with a reporter while telling your company's story—fairly, accurately, and completely—may mean the difference between a career that advances and one that does not.

The Added Value of a Case Study Approach. You will observe that each chapter of this book contains at least two original, classroom-tested case studies that will challenge you to discuss and apply the principles outlined in the chapter. Some chapters include role-playing exercises. You'll find an appendix entitled "Analyzing a Case Study" that will introduce you to the reasons business students find such value in cases and show you how to get the most from those included in this book. A rich, interesting case study is always an opportunity—to show what you know about business

and communication, to learn from your professors and classmates, and to examine the intricate processes at work when humans go into business together. Reading and analyzing a case are always useful, but the more profound insights inevitably come from listening carefully as others discuss and defend their views.

The Rest Is Up to You. What you take from this book and how you use it to become shrewder and more adept at the skills a manager needs most is really up to you. Simply reading the principles, looking through the examples, or talking about the case studies with your friends and classmates won't be enough. You'll need to look for ways to apply what you have learned, to put into practice the precepts articulated by successful executives and discussed at length in this book. The joy of developing and using those skills, however, comes in the relationships you will develop and the success you will experience throughout your business career and beyond. These aren't simply essential skills for learning how to earn a living. They're strategies for learning how to live.

当代全美 **MBA** 经典教材书系 (英文原版)
北大光华管理学院 IMBA、MBA 推荐用书
培生教育出版集团精选教材系列



- 主 编：张维迎 北京大学光华管理学院副院长，教授
副主编：王建国 北京大学光华管理学院院长助理
MBA项目主管，教授
彭松建 北京大学出版社社长，教授

简明目录

前言	xi
第一章 转变中的管理沟通	1
第二章 沟通及战略	21
第三章 沟通伦理学	36
第四章 会话	58
第五章 写作	82
第六章 倾听与回馈	118
第七章 非语言沟通	148
第八章 跨文化与跨国间的沟通	172
第九章 冲突管理	187
第十章 商务工作会议	203
第十一章 处理与新闻媒介的关系	223
附录 A 学习案例分析	248
附录 B 商务信函范例	254
附录 C 商务备忘录范例	256
附录 D 沟通战略备忘录	257
附录 E 为电视采访做准备	259
附录 F 新闻报道范例	266
索引	267

CONTENTS



Preface	xi
CHAPTER 1 Management Communication in Transition	1
What Do Managers Do All Day?	2
The Roles Managers Play	3
Major Characteristics of the Manager's Job	5
What Varies in a Manager's Job? The Emphasis	6
Management Skills Required for the Twenty-First Century	7
Talk Is the Work	7
The Major Channels of Management Communication Are Talking and Listening	8
The Role of Writing	9
Communication Is Invention	9
Information Is Socially Constructed	10
Your Greatest Challenge	11
Your Task as a Professional	11
Endnotes	11
For Further Reading	12
Case 1-1 Odwalla, Inc. (A)	13
Case 1-2 F. W. Woolworth Company: A New Image and a New Workforce	18
CHAPTER 2 Communication and Strategy	21
Defining Communication	21
Elements of Communication	22
Principles of Communication	22
Levels of Communication	23
Barriers to Communication	24
Communicating Strategically	24
Successful Strategic Communication	26
Why Communicating as a Manager Is Different	27
The Tactics of Communication	29
Endnotes	29
For Further Reading	29