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萨里经济管理英文教材

Essentials of Management

An International Perspective

(Eighth Edition)

Harold Koontz Heinz Weihrich

管理学

第8版

国际视角

(美) 哈罗德·孔茨 海因茨·韦里克 著

孟韬 译注



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Dongbei University of Finance & Economics Press

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藏书章

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出版者的话

当前,在教育部的大力倡导下,财经和管理类专业的双语教学在我国各大高校已经逐步开展起来。一些双语教学开展较早的院校积累了丰富的经验,同时也发现了教学过程中存在的一些问题,尤其对教材提出了更高的要求;一些尚未进入这一领域的院校,也在不断探索适于自身的教学方式和方法以及适用的教材,以期时机成熟时加入双语教学的行列。总之,对各类院校而言,能否找到“适用”的教材都成为双语教学成功与否的关键因素之一。

然而,国外原版教材为国外教学量身定做的一些特点,如普遍篇幅较大、侧重于描述性讲解、辅助材料(如习题、案例、延伸阅读材料等)繁杂,尤其是许多内容针对性太强,与所在国的法律结构和经济、文化背景结合过于紧密等,却显然不适于国内教学采用,并成为制约国内双语教学开展的重要原因。因此,对国外原版教材进行本土化的精简改编,使之变成更加“适用”的双语教材,已然迫在眉睫。

东北财经大学出版社作为国内较早涉足引进版教材的一家专业出版社,秉承自己一贯服务于财经教学的宗旨,总结自身多年的出版经验,同麦格劳—希尔教育出版公司、培生教育出版集团和圣智出版集团等国外著名出版公司通力合作,在国内再次领先推出了会计、工商管理、经济学等专业的“高等院校双语教学适用教材”。尤其是此次双语教材是与东北财经大学萨里国际学院共同推出。东北财经大学萨里国际学院是教育部批准的、与英国萨里大学共建的中外合作办学机构。学院所有课程采取双语和全英文授课方式,因而,东北财经大学出版社与萨里国际学院携手推出此系列双语教材。这套丛书的出版经过了长时间的酝酿和筛选,编选人员本着“品质优先、首推名作”的选题原则,既考虑了目前我国财经教育的现状,也考虑了我国财经高等教育所具有的学科特点和需求指向,在教材的遴选、改编和出版上突出了以下一些特点:

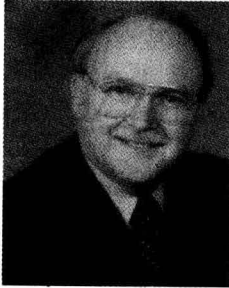
- 优选权威的最新版本。入选改编的教材是在国际上多次再版的经典之作的最新版本,其中有些教材的以前版本已在国内部分高校中进行了试用,获得了一致的好评。
- 改编后的教材在保持英文原版教材特色的基础上,力求内容精要,逻辑严密,适合中国的双语教学。选择的改编人员既熟悉原版教材内容,又具有本书或本门课程双语教学的经验。
- 改编后的教材配有丰富的辅助教学支持资源,教师可在网上免费获取。
- 改编后的教材篇幅合理,符合国内教学的课时要求,价格相对较低。

本套教材是在双语教学教材出版方面的一次新的尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导,在此深表谢意,也期待广大读者提出宝贵的意见和建议。

尽管我们在改编的过程中已加以注意,但由于各教材的作者所处的政治、经济和文化背景不同,书中的内容仍可能有不妥之处,望读者在阅读中注意比较和甄别。

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About the Authors



Heinz Weihrich is Professor of Global Management and Behavioral Sciences 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 of Lima, Peru. He was a visiting scholar at the University of California in Berkeley and Harvard Business School. His fields of work are management, international management, and behavioral science. Dr Weihrich has taught at Arizona State University, at UCLA, and in various places such as Austria, China, Egypt, France, Germany, Hong Kong, Jamaica, Kuwait, Malaysia, Mexico, Singapore, Switzerland, Taiwan and Thailand. He was also a visiting professor at the Graduate School of Business in Zurich, Switzerland, at the China Europe International Business School (CEIBS) in Shanghai, at Chulalongkorn University in Bangkok, and at Peking University in Beijing.

Dr Weihrich has published more than 70 books, including various editions and translations, and is the author of the classic *Management: A Global Perspective* (which has been translated into more than 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 worldwide including China. Its Spanish-language edition has topped the bestseller list for more than twelve 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 100 of 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 in 1999), and the *Academy of Management Executive*. Dr Weihrich is the author of the TOWS Matrix, a widely used approach for strategy formulation and the analysis of the competitive advantage of nations. His current research interests are in improving the global competitiveness of enterprises and nations, strategic management, managerial excellence, and global leadership.

In addition to pursuing his academic interests, Dr Weihrich was active in management consulting as well as executive and organizational development in the United States, Europe, Africa, and Asia. His 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 the Institute 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 *International Businessmen's Who's Who*, *Men of Achievement*, *Dictionary of International Biography*, *International Leaders in Achievement*, *Who's Who in California*, *Who's Who in American Education*, *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/weibrichbb.



Harold Koontz was active as a business and government executive, university professor, company board chairperson 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, Prof. 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

The eighth edition of this book prepares men and women for a challenging and rewarding career of managing. This book is based on the classic best-selling book ***Management: A Global and Entrepreneurial Perspective*** which, in its previous editions, has been translated into some 16 languages. Each chapter in this book has been updated with recent management information. As the title ***Essentials of Management: An International Perspective*** indicates, the book takes an international view of managing. As the world changes rapidly, this up-to-date edition is in response to these changes, especially in Asia. Through our research, travels, and teaching in many countries, Professor Koontz and I have learned from students, managers, and professors, listening to the challenges they encounter.

Previous editions of this book have been published in many languages. The international perspective will appeal to those realizing that the old barriers are disappearing and new alliances among companies and peoples are being formed. Beyond the discussion of managerial issues in America and Asia, attention is given to topics in the European Union and Latin America. The purpose of this book is to make readers better leaders by acquiring an international perspective and applying management principles, concepts, and theories in their work.

Who will Benefit from this Book?

All persons will benefit, including students in colleges and universities, aspiring managers, those who already have managerial skills, professionals, and nonmanagers who want to understand managing. This book is for people in all kinds of organizations, not just business firms; it is relevant to those working for nonbusiness organizations as well, such as government, healthcare, educational institutions, and not-for-profit enterprises.

Managerial functions are essentially the same for first-line supervisors, middle managers, and top executives. To be sure, there are considerable variations in 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 proposed open systems view is even more important now than it was in the past, as the external environment, through the internationalization, has become even more challenging.

Part 1 covers the basis of management theory and practice. It also introduces the systems model that serves as the framework of this book. To provide a comprehensive perspective, Part 1 includes chapters on management and its relations to the external environment, social responsibility, and ethics. Moreover, to emphasize upon the book's orientation, Part 1 also includes the chapter on international management. Parts 2 through 6 discuss the managerial functions of planning, organizing, staffing, leading, and controlling. The relevant principles, or guides, for each function have been deleted in this edition, but can be retrieved from the book's website. The website address is <http://www.mhhe.com/weibrich8e>.

Revision Work in this Edition

This edition of ***Essentials of Management: An International Perspective*** integrates theory and practice. While maintaining the global perspective, many examples and cases illustrate the application of concepts and theories to the **Indian environment**.

While the whole book has been updated, these examples illustrate the new features in this edition:

- The *Asian Business Week* ranking of the 50 most admired companies, shows that ten are from India (*Chapter 1*).
- The “greening” of General Motors indicates the need and concern for the environment (*Chapter 2*).
- The rise of India as a global player is discussed in *Chapter 3*.
- In *Chapter 3* a table comparing China and India shows similarities and differences between the two countries.
- India's innovative *Nano*, a car which has been extensively discussed around the world, has been mentioned in several parts of the book, including in a case in *Chapter 5*.
- The corporate strategy of the successful Tata group is described in *Chapter 5*.
- Microfinancing in India that inspired other countries to do so is included in *Chapter 6*.
- Organizational challenges at the Tata conglomerate are discussed in *Chapter 8*.
- Human resource management at Infosys, where many students would like to work, is talked about in *Chapter 11*.
- The diversity of the workforce is discussed also in *Chapter 11*.
- The exemplary leadership of Mr. Ratan N. Tata is illustrated in *Chapter 15*.
- The introduction of Apple's iPhone, a truly global product, is in *Chapter 19*.
- Customer relationship management that emphasizes service to customers is also in *Chapter 19*.
- GE's contribution to India's outsourcing boom is in *Chapter 20*.

The aim of ***Essentials of Management: An International Perspective*** is to make students and aspiring managers effective and efficient, and practicing managers more successful in achieving the aims of their organization.

Learning Assistance

The integrative systems model on the inside of the book cover gives an overview of the book content. The model is discussed in detail in *Chapter 1*. Parts 2 through 6 are introduced with this model and a part overview highlights the chapters that are discussed in the respective part.

The chapters conclude with a summary, key ideas and concepts for review, and discussion questions. The purpose of the sections “Exercises/Action Steps” and “Internet Research” is to encourage the readers further involvement with the subject. There is also one case for each chapter.

Acknowledgments

The late Dr. Harold Koontz is sorely missed. At a memorial session at the 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 the managerial functions, a framework now used around the world. He will never be forgotten for his contributions to management by those who read his many books, especially the first edition of the book ***Principles of Management*** with Cyril O'Donnell, which, since then, has 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, education, 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 experiences of executives around the world who have generously shared their international experiences. For example, the managers in MBA and executive programs in Egypt, Switzerland, Kuwait, Malaysia, Singapore, Thailand, and China provided opportunities to learn about their culture and their managerial practices. To the executives of these and the many other companies 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 Professor Keith Davis at Arizona State University was particularly generous with his time. One of my mentors at UCLA, Professor George S. Steiner, has done much to stimulate my interest in the development of the TOWS Matrix for strategy formulation. The late Professors Peter F. Drucker and George S. Odiorne, 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 as well.

We would like to thank the many adopters and contributors to this and previous editions of the book ***Essentials of Management: An International Perspective***. We would also like to acknowledge the contributions of our fellow academicians who have given their valuable feedback and suggestions on the previous edition and helped shape this new edition. Some of them are S. Mani (Sree Saraswathi Thyagaraja College, Coimbatore), Anil Sarin (International Management Education and Research Foundation, Faridabad), Manjunath VS (Nitte Meenakshi Institute of Technology, Bangalore), R. Hamsalakshmi (Dr. G. R. Damodaran College of Science, Coimbatore) and T. Bina (Happy Valley Business School, Coimbatore).

Similarly, the editorial and managerial staff at Tata McGraw Hill, Mr Biju Kumar, Mr Tapas Maji, Mr Hemant Jha, Ms Anubha Srivastava, Mr Manohar Lal and Mr Atul Gupta have contributed significantly to this edition.

Finally, I want to thank my wife Ursula, to whom this book has been dedicated, for her continuing support.

HEINZ WEHRICH

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