

第八版  
Eighth Edition

“十一五”国家重点图书出版规划项目

# 管理学

满足和超越顾客期望

*Management*

Meeting and Exceeding Customer Expectations

Warren R. Plunkett Raymond F. Attner Gemmy S. Allen

高等院校双语  
教学适用教材  
工商管理

〔美〕

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东北财经大学出版社  
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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,同培生教育出版集团和汤姆森学习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”。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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# 导 读

近些年,西学东渐在管理学领域的步伐不断加快,出版界功不可没。大量国外优秀的管理类图书的引进,对学习国外先进管理经验、促进国内管理学的发展意义非凡。一方面,管理学产生于20世纪初的西方,有着良好的研究传承,国人可以借鉴;另一方面,西方发达国家的企业实践已为管理学科的发展提供了大量的前沿问题和解决方案,国人亦可参研。有可借鉴、可参研的总归是幸事。因此,在这个汗牛充栋的年代,各种版本的管理类图书随处可见也算得上是一种繁荣。

但为什么我们还要执着地为这一繁荣锦上添花?

从我个人经历以及与我有同样经历的读者角度来看,书好并一定能译成好书。依然有一批同我一样的读者充满着对经典的、原汁原味的外文原版影印图书的巨大渴望。既解囊中羞涩,又读正版原装。

初拿到这本《管理学:满足和超越顾客的期望》(第八版),未觉有特别之处,但细细读来,便不忍释卷。本书开创性地把满足客户需求的经营目标贯穿于每项管理职能的讨论当中,极大地适应了当今快速发展和变化的商业环境。同时,作者团队在全书的各章节中对提高领导者有效性问题倾注了大量的心思,这些努力为我们提供了丰富的实践指导。能以如此清晰的写作思路、独特的视角、大量富于启发性的素材为我们构建一个“管理的世界”,实属不易。历经八版畅销不衰,看来也绝非偶然。

“适合的就是最好的。”本书适合于有志于探索管理学真知的人们,这里既包括经济管理类专业的高等院校的学生,也包括为他们授课的老师,以此书作为管理学教材进行双语教学是最合适不过了。作为参考书,或供各级组织的在职管理人员培训和自学,本书也是一个不错的选择。

另外,还需特别说明的是,本书为更好地满足教学要求,作了部分章节的删节,这也是当前的流行做法。为最大限度地保持本书的完整性,前16章的内容毫发无损,只是裁剪了与本书线索关系不大的第六部分(专题)两章,以及第五部分(控制职能)中相对独立的信息管理系统一章。因为,相关内容您会在其他书中找得到。相信,您对我忍痛割爱的理解会成为您进一步阅读的开始。

李宏林

于东北财经大学问源阁

2006年6月20日

非常感谢东北财经大学经济与社会发展研究院副院长、工商管理学院李宏林副教授在百忙之中对本书的认真审阅。——编者

# Preface

This eighth edition of *Management: Meeting and Exceeding Customer Expectations* is a comprehensive survey of the functions of management as they are currently being applied, in the United States and around the world. The content and features are structured to reinforce two continuing themes that are woven into the chapters' narratives: (1) the never-ending effort by managers and organizations to meet or exceed customers' needs, and (2) the need organizations and their people have to be guided by effective leadership.

The authors have made every effort to keep this text objective, timely, and interesting to both the student and the instructor. All case problems, examples, and features portray actual companies and managers in action. Companies have been selected to provide balance between large and small organizations representing service, manufacturing, and retailing industries. Successes as well as failures are included to lend perspective and aid in understanding.

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## FEATURES

This text is designed to introduce you to terminology, theories, and principles at the core of business management. The book is divided into six comprehensive parts, comprising a variety of examples, applications, exercises, and devices. Each chapter contains the following components:

- ▼ A list of specific **Learning Objectives**—concepts to be mastered through chapter content—at the beginning of each chapter. Each Learning Objective is also highlighted in the page margin to identify where the content addresses the objective.
- ▼ A list of **Key Terms** defined within the chapter's narrative is highlighted in the page margin, and presented in the Glossary at the back of the book.
- ▼ A **Management in Action** chapter introductory case involving managers and their organizations—large and small, service, retailing, or manufacturing—engaged in a variety of activities that relate and connect each chapter's essential concepts. The case is regularly referred to throughout the chapter.
- ▼ **Figures** designed to illustrate and summarize essential concepts.
- ▼ **Photographs** chosen to enrich the chapter content.
- ▼ **NEW! A How IT Works** feature deals with the ins and outs of how a real-world company's IT systems work in relation to chapter material.
- ▼ A **Global Applications** feature demonstrating the successful application of one or more of a chapter's concepts to the practice of management in other countries.

- ▼ An **Ethical Management** feature reporting on managers facing decisions that contain a variety of issues and consequences for themselves and others.
- ▼ A **Valuing Diversity** feature depicting unique ways in which organizations show appreciation for their diverse employees.
- ▼ A **Managing Technology** feature highlighting techniques that can make the manager more productive.
- ▼ A **Chapter Summary** providing a narrative explanation for each of the chapter's learning objectives.
- ▼ **Review Questions** designed to assist in mastery of the chapter's learning objectives.
- ▼ **Discussion Questions for Critical Thinking** intended to provide an opportunity to analyze and apply the chapter's concepts to practical situations.
- ▼ **Internet Exercises** designed to help in applying one or more of the chapter's key concepts.
- ▼ An **Application Case**—positioned at the end of each chapter—presenting managers and organizations and their attempt to cope with the major issues raised in that chapter.
- ▼ A **Video Case** to help bring key management concepts and issues to life in the classroom.

Throughout your study of this text, try to relate what you read and discuss to your own experiences. You have already been practicing—and perhaps violating—many of the principles of management. What you are about to learn is an extension and refinement of what you already know—a blending of it with the experiences of others.

Although you will be reading each chapter as a separate area of study, try to relate it to what you have experienced and read previously. By linking the content of each chapter to that which has preceded it, you will begin to appreciate that management is a tapestry with many threads that run parallel to and across one another. For example, planning relates to all the management functions; it is part of every management activity in much the same way as is communicating. Periodically step back from your study to see the “big picture” of which each chapter is but a part.

Upon completion of this text and course, you will have developed your own philosophy of management and be armed with the essentials necessary for improving your career. You will become a better manager of your own concerns as well as the work of others.

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## ORGANIZATION OF THE CONTENT

### PART I: MANAGEMENT CONCEPTS

This section provides a basic overview of management, the evolution of management thought, management's commitment to improvement, and the various environments that affect the practice of management.

**Chapter 1** explores what management is about, why it is necessary, the needs managers must address, management functions, management roles, management skills, and management myths and realities.

**Chapter 2** takes you on a journey through the past, examining the evolution of management theory from the classical schools through today. It assesses the contributions made by each and explains the links among them.

**Chapter 3** examines ethical issues and the need to be proactive when managing for social responsibility. After defining both concepts, the chapter explores ethical tests, approaches to social responsibility, and the links between them and applicable legal requirements. It also deals with the issues of responsibilities to stakeholders and of government regulation of business activities as well.

**Chapter 4** focuses on management's commitment to continuous improvement. It explains the link between quality, productivity, and profitability. It also examines factors that affect productivity, along with the commitments necessary by top, middle, and first-line management to improve quality and productivity. Chapter 4 also introduces key concepts such as core values, reengineering, open-book management, empowerment, and knowledge management.

## **PART 2: PLANNING AND DECISION MAKING**

This section begins with a look at the manager's environments and their effects on organizational management. The importance of the first function of management—planning—is examined in Chapters 6 and 7 from several perspectives: organizational, contingency, strategic, and operational. The relationship of planning to all other management functions, and ways to make it more effective, are covered. The art of decision making is the focus of Chapter 8.

**Chapter 5** lists and defines the internal and external environments that affect and challenge the practice of management. Business as an open system and the demands of stakeholders are the major focus.

**Chapter 6** explains the importance of planning, the framework for plans, types and uses of plans, and the planning process.

**Chapter 7** explores the nature of strategic planning, elements of planning strategies, levels of strategic planning, and the strategic-planning process.

**Chapter 8** guides the student through the steps for rational decisions, decision-making climates, quantitative methods, and the various influences on the manager's problem-solving efforts.

## **PART 3: ORGANIZING**

Organizing is examined as a process, along with why different organizations adopt different approaches to structuring their operations. Both the formal and informal organizations are included in the discussions. Organizing principles are demonstrated with examples.

**Chapter 9** looks at the formal organization, the organizing process, its key principles and concepts, and the informal organization.

**Chapter 10** covers organizational design, the range of organizational-design outcomes, contingency factors affecting organizational design, and the structures in common use.

**Chapter 11** features organizational culture and handling change. The manifestations of cultures and subcultures, creation of cultures, nature of change, managing and implementing change, and the concepts connected with organizational development are covered comprehensively.

## **PART 4: STAFFING AND LEADING**

This section develops the concepts of staffing, communication, motivation, leadership, team management, and conflict. Essential legal concepts are included along with the principles and practices that affect each.

**Chapter 12** surveys staffing from human resource planning to employee separations. It addresses sociocultural and legal influences, along with such activities as job analysis, job evaluation, training and development, and the practice of staffing in a union environment.

**Chapter 13** focuses on communication—organizational and interpersonal—and demonstrates the communication process and barriers to it, along with how managers can improve their communication efforts.

**Chapter 14** explores motivation and the applications of the most relevant theories. It gives special consideration to how managers can use their insights and principles to get the most from themselves and team members.

**Chapter 15** looks at leadership and details its importance and associations with power and authority. It reviews the roles leaders must play with their followers, along with the theories that govern the practice of leadership and the styles that leaders may adopt.

**Chapter 16** examines team management and conflict, including the nature and types of teams, philosophical approaches to team management, and how to establish team-based organizations. It defines conflict and discusses the causes and methods for managing it.

## PART 5: CONTROLLING

This section examines and applies different aspects of the principles and theories of control.

**Chapter 17** focuses on the nature of control, the control process, types of controls, and characteristics of effective controls, and gives special attention to the art of making controls effective.

**Chapter 18** is an in-depth look at four kinds of controls: financial, budgetary, marketing, and human resource. It reviews financial-statement analysis, followed by budget-development processes and types of budgets. Next, it scrutinizes various marketing controls, followed by popular human resource controls.

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## SUPPLEMENTS

South-Western/Thomson is committed to providing you, our educational partners, with the best educational resources available. Because we prepare our instructor resources with a variety of teaching environments in mind, it is likely that you will need only a portion of these for your course. Before you request an item, we ask that you please read thoroughly the description of each resource. If you still need more information about resources, we urge you to contact your local South-Western/Thomson sales representative or visit our Web site at <http://plunkett.swlearning.com>. Many teaching and learning resources can be downloaded directly from this site.

**XTRA!** (<http://plunkettextra.swlearning.com>)

This interactive online product provides students with a robust set of online learning tools, including quizzes, *Experiencing Management* online modules, video clips with related cases and questions, and “author insights.” New books are packaged

with a card that provides access to the site. To learn more about Xtra! and to see a demonstration, go to <http://plunkettxtra.swlearning.com>.

### **INFOTRAC COLLEGE EDITION**

InfoTrac College Edition is packaged with every new copy of the textbook. It is a fully searchable online university library containing complete articles and their images. Its database allows access to hundreds of scholarly and popular publications—all reliable sources, including magazines, journals, encyclopedias, and newsletters.

**STUDY GUIDE** (0-324-20197-4)—prepared by Harold Babson, Columbus State Community College, and Murray Brunton, Central Ohio Technical College.

Designed from a student's perspective, the value-laden study guide comes with all the tools necessary to maximize results on exams and in class. Chapter outlines are included, as well as pre-tests, post-tests, and numerous self-study questions. Concept applications include skill-builder exercises and a journal for keeping track of observations of concepts presented as they relate to classroom discussion and on-the-job experience. Answers are provided for all self-study questions.

**INSTRUCTOR'S MANUAL** (0-324-20196-6)—prepared by Harold Babson, Columbus State Community College.

The instructor's manual emphasizes our integrated learning system. Each chapter includes learning objectives; key terms; outlines annotated with additional examples and other lecture-enhancing stories and facts; complete solutions to all end-of-chapter questions, exercises, cases, and video cases; and additional cases. New to this edition are enrichment vignettes, which provide a look at chapter concepts applied in a real-world setting, and team activities.

**TEST BANK** (0-324-20198-2)—prepared by Ross Mecham, Virginia Polytechnic Institute and State University.

Organized around the text's learning objectives, the test bank is available to instructors in print and computerized format. The test bank contains more than 2,900 true/false, multiple-choice, matching, short answer, and essay questions.

**EXAMVIEW** (0-324-20199-0)

ExamView Computerized Testing Software contains all of the questions in the printed test bank. This program is an easy-to-use test creation software compatible with Microsoft Windows. Instructors can add or edit questions, instructions, and answers, and select questions by previewing them on the screen, selecting them randomly, or selecting them by number. Instructors can also create and administer quizzes online over the Internet, a local area network (LAN), or a wide area network (WAN).

**POWERPOINT**—prepared by Deborah Baker, Texas Christian University.

PowerPoint slides are available online at <http://plunkett.swlearning.com> for use by students as an aid to note taking and by instructors for enhancing their lectures. More than 400 full-color images supplement course content and extend it through slides drawn from relevant material in the text.

**INSTRUCTOR'S RESOURCE CD-ROM** (0-324-20202-4)

Key instructor ancillaries (instructor's manual, test bank, and PowerPoint slides) are

provided on CD-ROM, giving instructors the ultimate tool for customizing lectures and presentations.

### **TRANSPARENCY ACETATES** (0-324-20201-6)

A full set of acetate transparencies of all text figures is available to enhance classroom presentations.

### **TAKING THE LEAD TELECOURSE VIDEOS**—prepared by INTELECOM, a not-for-profit producer of distance learning courseware.

An award-winning telecourse that explores the ideas and practices of contemporary management, *Taking the Lead* is a series of 26 half-hour video programs designed by INTELECOM to correlate with *Management: Meeting and Exceeding Customer Expectations*. Related telecourse components include a Telecourse Study Guide, available from South-Western (0-324-20203-2). Designed around the telecourse videos, each lesson in the study guide includes learning objectives; an overview of the lesson's subject material; assignments that link the video lesson with applications in the textbook; a list of key terms and definitions; video viewing questions; a self-test; and expanded analysis of the lesson's concepts. To request a preview or to find out more about this INTELECOM video course, visit <http://www.intelecom.org> or call (626) 796-7300. To license *Taking the Lead* for distance learning, call (800) 576-2988.

### **VIDEO CASES** (0-324-28252-4)

Our video package includes 21 videos that bring action-based insights right into the classroom. Organizations featured include Le Meridien Hotel, Timberland, and Archway Cookies. These videos frame management issues in such a way that students must apply some aspect of chapter content to their analysis of the issues.

### **CNN VIDEO: MANAGEMENT AND ORGANIZATIONS** (0-324-15179-9)

Forty-five minutes of short segments from CNN, the world's first 24-hour all-news network, are available on VHS cassette to use as lecture launchers, discussion starters, topical introductions, or directed inquiries.

### **WEB SITE** (<http://plunkett.swlearning.com>)

A rich Web site at <http://plunkett.swlearning.com> complements the text, providing many extras for students and instructors. Resources include interactive quizzes, downloadable support materials, additional cases and Internet exercises, and links to other useful resources.

### **WEBTUTOR TOOLBOX**

WebTutor is an interactive, web-based, student supplement that harnesses the power of the Internet to deliver innovative learning aids that actively engage students. Available free with the purchase of a new textbook, WebTutor ToolBox provides students with links to the rich content from our book companion web site. Available for WebCT and Blackboard only.

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## RELATED RESOURCES

### **MANAGEMENT POWER! POWERPOINT SLIDES** (0-324-13380-4)

Management Power! is a CD-ROM of PowerPoint slides covering 14 major management and organizational behavior topics: communication, control, decision making, designing organizations, ethics and social responsibility, foundations of management, global management, human resources, innovation and change, leadership, motivation, planning, strategy, and teams. These easy-to-use, multimedia slides can easily be modified and customized to suit individual preferences. Contact your South-Western/Thomson sales representative for more information.

### **TEXTCHOICE**

TextChoice is the home of Thomson Learning's online digital content. TextChoice provides the fastest, easiest way for you to create your own learning materials. You may select content from hundreds of our best-selling titles, choose material from one of our databases, and add your own material. Contact your South-Western/Thomson sales representative for more information.

### **HITS ON THE WEB: MANAGEMENT**

This resource booklet supports students' research efforts on the World Wide Web. This manual covers materials such as an introduction to the World Wide Web, browsing the Web, finding information on the World Wide Web, e-mail, e-mail discussion groups and newsgroups, and documenting Internet sources for research. It also provides a list of the hottest management sites on the Web. Contact your South-Western/Thomson sales representative for package pricing and ordering information.

### **ECOURSEPACKS**

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*We dedicate this book to our past and present students,  
who have taught us how to be better managers.*

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