

# 达夫特

(美) Richard L. Daft 著

## Organization Theory and Design

Ninth Edition

## 组织理论与设计 第9版 (英文版)



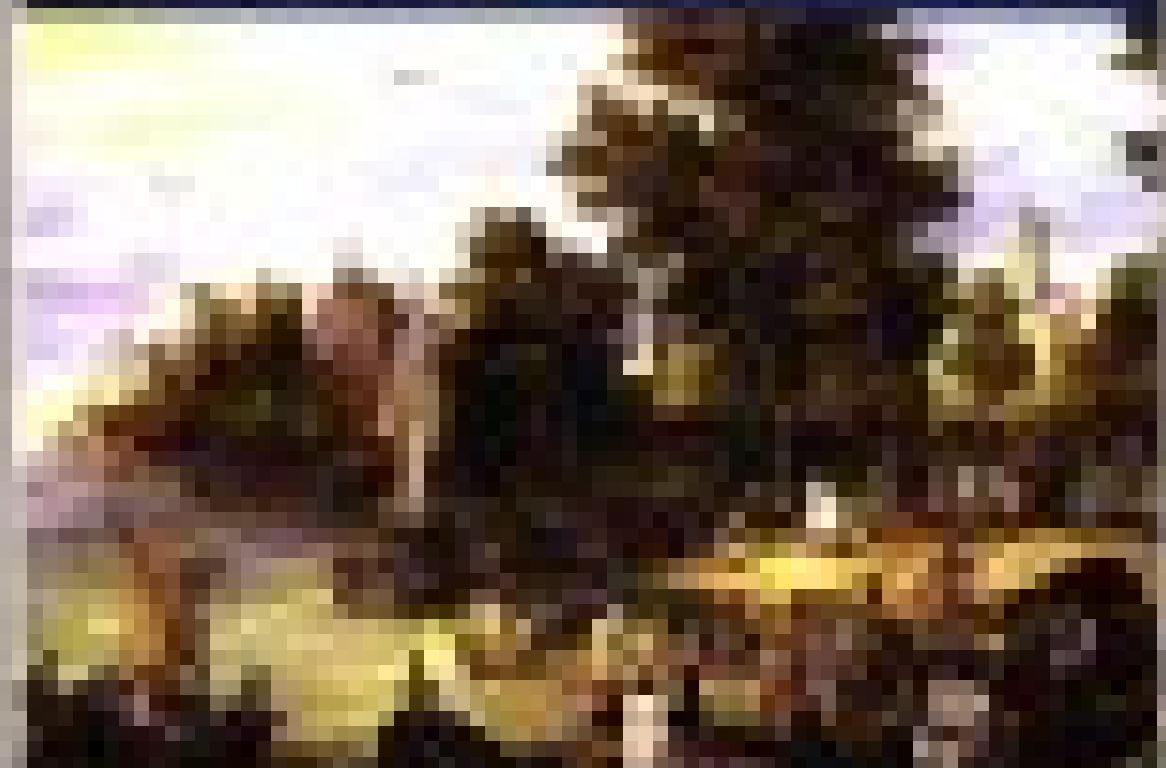
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主编: PETER L. DAFT 著

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第五版

## 组织理论与设计



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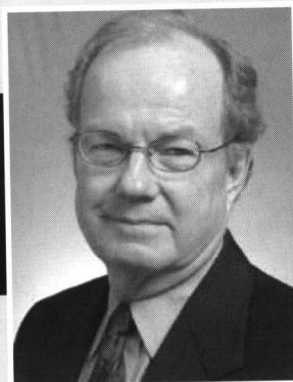
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# 理查德·L.达夫特

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第9版  
(英文版)

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北京

# **Organization Theory and Design**

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**Ninth Edition**

**Organization Theory and Design, 9<sup>th</sup> ed.**  
**Richard L. Daft**

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### 作者简介

理查德·L. 达夫特 (Richard L. Daft), 美国著名管理学家, 现为美国范德比尔特大学欧文商学院的管理学教授, 主要致力于组织和领导理论的研究。

达夫特教授著 (或与他人合著) 有 12 本管理学专著, 包括《组织理论与设计》(South-Western, 2007), 《管理学》(South-Western, 2006), 《领导经历》(South-Western, 2005), 《学习什么: 研究问题的选择与完善》(Sage, 1982) 等。

达夫特教授还是一位活跃的教师与咨询顾问, 他讲授过管理理论、组织理论、组织变革和组织行为等多门课程。同时, 他还为诸如美国银行联合会、加拿大贝尔公司等知名企业与政府组织做过咨询工作。

# 出版说明

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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管理经验和掌握经济理论前沿动态的需要,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,是该领域中具有权威性的经典之作。

本书是美国管理界知名学者达夫特的力作,迄今已再版至第9版。本书作为一本系统反映国际上组织理论与设计最新成果的经典教科书,深受管理学和组织理论教师、研究人员和MBA学生的喜爱,被世界著名商学院列为组织理论课程的教材或MBA学生的指定参考书。本书的中文翻译版也将由我社出版。

感谢汤姆森学习出版集团对清华大学出版社独家授予本书的影印版版权,使我们能够将这本深受读者喜爱的教科书原汁原味地奉献给更多的中国读者,使读者既能够轻松地学习组织理论,又能感受达夫特教授的语言魅力。在本书的审阅过程中,我们得到了中国人民大学王凤彬老师和刘松博老师的热心帮助和支持,在此表示感谢!

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。

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# Preface

My vision for the Ninth Edition of *Organization Theory and Design* is to integrate contemporary problems about organization design with classic ideas and theories in a way that is interesting and enjoyable for students. Significant changes in this edition include updates to every chapter that incorporate the most recent ideas, new case examples, new book reviews, new end-of-chapter cases, and new end-of-book integrative cases. The research and theories in the field of organization studies are rich and insightful and will help students and managers understand their organizational world and solve real-life problems. My mission is to combine the concepts and models from organizational theory with changing events in the real world to provide the most up-to-date view of organization design available.

## Distinguishing Features of the Ninth Edition

Many students in a typical organization theory course do not have extensive work experience, especially at the middle and upper levels, where organization theory is most applicable. To engage students in the world of organizations, the Ninth Edition adds and expands significant features: Leading by Design boxes with current examples of companies that are successfully using organization design concepts to compete in today's complex and uncertain business world, student experiential activities that engage students in applying chapter concepts, new Book Marks, new In Practice examples, and new end-of-chapter and integrative cases for student analysis. The total set of features substantially expands and improves the book's content and accessibility. These multiple pedagogical devices are used to enhance student involvement in text materials.

**Leading by Design** The Leading by Design features describe companies that have undergone a major shift in organization design, strategic direction, values, or culture as they strive to be more competitive in today's turbulent global environment. Many of these companies are applying new design ideas such as network organizing, e-business, or temporary systems for flexibility and innovation. The Leading by Design examples illustrate company transformations toward knowledge sharing, empowerment of employees, new structures, new cultures, the breaking down of barriers between departments and organizations, and the joining together of employees in a common mission. Examples of Leading by Design organizations include Wegmans Supermarkets, Google, The Salvation Army, JetBlue, Corrugated Supplies, Shazam, the Rolling Stones, and Dell Computer.



**Book Marks** Book Marks, a unique feature of this text, are book reviews that reflect current issues of concern for managers working in real-life organizations. These reviews describe the varied ways companies are dealing with the challenges of today's changing environment. New Book Marks in the Ninth Edition include *The Future of Work: How the New Order of Business Will Shape Your Organization, Your Management Style, and Your Life*; *Execution: The Discipline of Getting Things Done*; *What Really Works: The 4 + 2 Formula for Sustained Business Success*; *Blink: The Power of Thinking without Thinking*; *The Company: A Short History of a Revolutionary Idea*; and *Confronting Reality: Doing What Matters to Get Things Right*.

**New Case Examples** This edition contains many new examples to illustrate theoretical concepts. Many examples are international, and all are based on real organizations. New chapter opening cases for the Ninth Edition include Gruner + Jahr, International Truck and Engine Company, Morgan Stanley, Ford Motor Company, Boots Company PLC, Maytag, Toyota, and American Axle & Manufacturing. New In Practice cases used within chapters to illustrate specific concepts include TiVo Inc., General Electric, J.C. Penney, Genentech, Ryanair, Charles Schwab and Company, Nike, Verizon Communications, eBay, Tyco International, Sony, and the Federal Bureau of Investigation.

**A Look Inside** This feature introduces each chapter with a relevant and interesting organizational example. Many examples are international, and all are based on real organizations. New cases include Boots Company PLC, International Truck and Engine Company, Gruner + Jahr, Morgan Stanley, Toyota, and American Axle & Manufacturing.

**In Practice** These cases also illustrate theoretical concepts in organizational settings. New In Practice cases used within chapters to illustrate specific concepts include J.C. Penney, Charles Schwab and Company, eBay, the Federal Bureau of Investigation, Ryanair, Chevrolet, Genentech, Tyco International, and Sony.

**Manager's Briefcase** Located in the chapter margins, this feature tells students how to use concepts to analyze cases and manage organizations.

**Text Exhibits** Frequent exhibits are used to help students visualize organizational relationships, and the artwork has been redone to communicate concepts more clearly.

**Summary and Interpretation** The summary and interpretation section tells students how the chapter points are important in the broader context of organizational theory.

**Case for Analysis** These cases are tailored to chapter concepts and provide a vehicle for student analysis and discussion.

**Integrative Cases** The integrative cases at the end of the text are positioned to encourage student discussion and involvement. These cases include Royce Consulting; Custom Chip, Inc.; W. L. Gore & Associates, Inc.; XEL Communications, Inc.; Empire Plastics; The Audubon Zoo; Moss Adams, LLP; and Littleton Manufacturing.

## New Concepts

Many concepts have been added or expanded in this edition. New material has been added on culture, learning, and performance; virtual network organization structures; applying ethics to create socially responsible organizations; outsourcing; lean manufacturing; customer relationship management; political tactics for increasing and using manager power; applying business intelligence; and the use of global coordination mechanisms for transferring knowledge and innovation. Many ideas are aimed at helping students learn to design organizations for an environment characterized by uncertainty; a renewed emphasis on ethics and social responsibility; and the need for a speedy response to change, crises, or shifting customer expectations. In addition, coping with the complexity of today's global environment is explored thoroughly in Chapter 6.

## Chapter Organization

Each chapter is highly focused and is organized into a logical framework. Many organization theory textbooks treat material in sequential fashion, such as "Here's View A, Here's View B, Here's View C," and so on. *Organization Theory and Design* shows how they apply in organizations. Moreover, each chapter sticks to the essential point. Students are not introduced to extraneous material or confusing methodological squabbles that occur among organizational researchers. The body of research in most areas points to a major trend, which is reported here. Several chapters develop a framework that organizes major ideas into an overall scheme.

This book has been extensively tested on students. Feedback from students and faculty members has been used in the revision. The combination of organization theory concepts, book reviews, examples of leading organizations, case illustrations, experiential exercises, and other teaching devices is designed to meet student learning needs, and students have responded favorably.

## Supplements

**Instructor's Manual with Test Bank (ISBN: 0-324-40543-X)** The Instructor's Manual contains chapter overviews, chapter outlines, lecture enhancements, discussion questions, discussion of workbook activities, discussion of chapter cases, Internet activities, case notes for integrative cases, and a guide to the videos available for use with the text. The Test Bank consists of multiple choice, true/false, and short answer questions.

**PowerPoint Lecture Presentation** Available on the Instructor's Resource CD-ROM and the Web site, the PowerPoint Lecture Presentation enables instructors to customize their own multimedia classroom presentations. Prepared in conjunction with the text and instructor's resource guide, the package contains approximately 150 slides. It includes figures and tables from the text, as well as outside materials to supplement chapter concepts. Material is organized by chapter and can be modified or expanded for individual classroom use. PowerPoints are also easily printed to create customized transparency masters.

**ExamView** A computerized version of the Test Bank is available upon request. ExamView contains all of the questions in the printed test bank. This program is easy-to-use test creation software compatible with Microsoft Windows. Instructors can add or edit questions, instructions, and answers and can select questions (randomly or numerically) by previewing them on the screen. Instructors can also create and administer quizzes online, whether over the Internet, a local area network (LAN), or a wide area network (WAN).

**Instructor's Resource CD-ROM (ISBN: 0-324-40579-0)** Key instructor ancillaries (Instructor's Manual, Test Bank, ExamView, and PowerPoint slides) are provided on CD-ROM, giving instructors the ultimate tool for customizing lectures and presentations.

**WebTutor™ Toolbox (0-324-43106-6 on WebCT or 0-324-43109-0 on BlackBoard)** WebTutor is an interactive, Web-based student supplement on WebCT and/or BlackBoard that harnesses the power of the Internet to deliver innovative learning aids that actively engage students. The instructor can incorporate WebTutor as an integral part of the course, or the students can use it on their own as a study guide.

**Web Site (<http://daft.swlearning.com>)** The Daft Web site is a comprehensive, resource-rich location for both instructors and students to find pertinent information. The Instructor Resources section contains an Instructor's Manual download, Test Bank download, PowerPoint download, and case material.

**Experiential Exercises in Organization Theory and Design, Second Edition** By H. Eugene Baker III and Steven K. Paulson of the University of North Florida

Tailored to the Table of Contents in Daft's *Organization Theory and Design*, Ninth Edition, the core purpose of *Experiential Exercises in Organization Theory and Design* is to provide courses in organizational theory with a set of classroom exercises that will help students better understand and internalize the basic principles of the course. The chapters of the book cover the most basic and widely covered concepts in the field. Each chapter focuses on a central topic, such as organizational power, production technology, or organizational culture, and provides all necessary materials to fully participate in three different exercises. Some exercises are intended to be completed by individuals, others in groups, and still others can be used either way. The exercises range from instrumentation-based and assessment questionnaires to actual creative production activities.

## Acknowledgments

Textbook writing is a team enterprise. The Ninth Edition has integrated ideas and hard work from many people to whom I am grateful. Reviewers and focus group participants made an especially important contribution. They praised many features, were critical of things that didn't work well, and offered valuable suggestions.

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I want to extend special thanks for my editorial associate, Pat Lane. She skillfully drafted materials on a variety of topics and special features, found resources, and did an outstanding job with the copyedited manuscript and page proofs. Pat's personal enthusiasm and care for the content of this text enabled the Ninth Edition to continue its high level of excellence.

The team at South-Western also deserves special mention. Joe Sabatino did a great job of designing the project and offering ideas for improvement. Emma Guttler was superb as Developmental Editor, keeping the people and project on schedule while solving problems creatively and quickly. Cliff Kallemeyn, Production Editor, provided superb project coordination and used his creativity and management skills to facilitate the book's on-time completion.

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an environment in which we can grow together. She helped the book take a giant step forward with her creation of the Workbook and Workshop student exercises. Perhaps best of all, Dorothy lets me practice applying organization design ideas as co-producer of her theatrical productions. I also want to acknowledge the love and support of my daughters, Danielle, Amy, Roxanne, Solange, and Elizabeth, who make my life special during our precious time together.



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