

经济学精品原版教材系列

ESSENTIALS OF MANAGEMENT

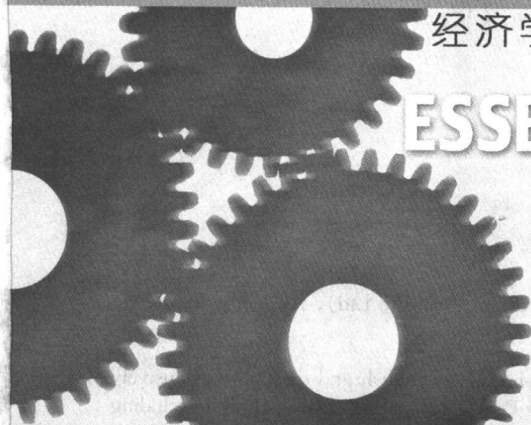
管理学精要

Sixth Edition

Andrew J. DuBrin (美) 著

外语教学与研究出版社

FOREIGN LANGUAGE TEACHING AND RESEARCH PRESS



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彭龙 导读

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Preface

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Essentials of Management blends current and traditional topics and organizes them around the functional, or process, approach to the study of management. Although other approaches have been developed, the functional approach remains a general framework, flexible enough to incorporate many viewpoints about management.

This book is written for newcomers to the field of management and for experienced managers seeking updated information and a review of the fundamentals. It is also written for the many professionals and technical people who work closely with managers and who take their turn at performing some management work. An example would be the member of a cross-functional team who is expected to have the perspective of a general manager.

Based on extensive research about curriculum needs, the design of *Essentials of Management* addresses itself to the needs of introductory management courses and supervision courses offered in educational and work settings. Earlier editions of the text were used in the study of management in colleges and universities, as well as in career schools in such diverse programs as hospitality and tourism management. The book can also be used as a basic resource for management courses that rely heavily on lecture notes, handouts, and videos rather than an encyclopedia-like text.

ASSUMPTIONS UNDERLYING THE BOOK

The approach to synthesizing knowledge for this book is based on the following five assumptions:

1. A strong demand exists for practical and valid information about solutions to managerial problems. The information found in this text reflects the author's orientation toward translating research findings, theory, and experience into a form useful to both the student and the practitioner.
2. Managers and professionals need both interpersonal and analytical skills to meet their day-to-day responsibilities. Although this book concentrates on managing people, it also provides ample information about such topics as decision making, job design, organization structure, effective inventory management, and information technology.
3. The study of management should emphasize a variety of large, medium, and small work settings, as well as profit and not-for-profit organizations. Many

students of management, for example, intend to become small-business owners. Examples and cases in this book therefore reflect diverse work settings, including retail and service firms.

4. Effective managers and professionals generally focus on productivity, quality, and teamwork. These three factors are therefore noted frequently throughout the text.
5. Introductory management textbooks tend to become unrealistically comprehensive. Many introductory texts today are more than 800 pages long. Such texts overwhelm students who attempt to assimilate this knowledge in a single quarter or semester. The goal with *Essentials of Management* was to develop a text that realistically—in terms of time and amount of information—introduces the study of management.

FRAMEWORK OF THE BOOK

The first four chapters present an introduction to management. Chapter 1, “The Manager’s Job,” explains the nature of managerial work with a particular emphasis on managerial roles and tasks. Chapter 2, “International Management and Cultural Diversity,” describes how managers and professionals work in a multicultural environment. Chapter 3, “Information Technology and the Internet,” describes how information technology, including the Internet and e-commerce, influences the manager’s job. Chapter 4, “Ethics and Social Responsibility,” examines the moral aspects of management.

The next three chapters address the subject of planning. Chapter 5, “Essentials of Planning,” presents a general framework for planning—the activity underlying almost any purposeful action taken by a manager. Chapter 6, “Problem Solving and Decision Making,” explores the basics of decision making, with an emphasis on creativity and other behavioral aspects. Chapter 7, “Quantitative Techniques for Planning and Decision Making,” describes several adjuncts to planning and decision making such as break-even analysis, PERT, and production-scheduling methods used for both manufacturing and services.

Chapters 8–10 focus on organizing, culture, and staffing. Chapter 8, “Job Design and Work Schedules,” explains how jobs are laid out and work schedules arranged to enhance productivity and customer satisfaction. Chapter 9, “Organization Structure, Culture, and Change,” explains how work is organized from the standpoint of the organization, how culture profoundly influences an organization, and how to cope with and capitalize on change. Chapter 10, “Staffing and Human Resource Management,” explains the methods by which people are brought into the organization, trained, and evaluated.

The following three chapters, on leading, deal directly with the manager’s role in influencing group members. Chapter 11, “Leadership,” focuses on different approaches to leadership available to a manager and on the personal characteristics associated with leadership effectiveness. Chapter 12, “Motivation,” describes what managers can do to increase or sustain employee effort toward achieving work goals. Chapter 13, “Communication,” deals with the complex problems of accurately sending and receiving messages. Chapter 14, “Teams, Groups, and Teamwork,” explains the nature of teams and how managers can foster group members’ working together cooperatively.

The next two chapters, on controlling, each deal with an important part of keeping performance in line with expectations. Chapter 15, “Essentials of Control,” presents an overview of measuring and controlling performance. It also

describes how managers work with a variety of financial measures to monitor performance. Chapter 16, "Managing Ineffective Performers," describes current approaches to dealing with substandard performers, with an emphasis on elevating performance.

The final chapter in the text, Chapter 17, "Enhancing Personal Productivity and Managing Stress," describes how personal effectiveness can be increased by developing better work habits and time management skills and keeping stress under control. A major theme of the chapter is that good work habits help prevent and manage stress.

PEDAGOGICAL FEATURES

Essentials of Management is designed to aid both students and instructors in expanding their interest in and knowledge of management. The book contains the following features:

- Learning objectives coordinate the contents of each chapter. They preview the major topics and are integrated into the text by indicating which major topics relate to the objectives. The end-of-chapter Summary of Key Points, based on the chapter learning objectives, pulls together the central ideas in each chapter.
- An opening case example illustrates a major topic to be covered in the chapter.
- Management in Action, Organization in Action, and similar features present a portrait of how specific individuals or organizations practice an aspect of management covered in the chapter.
- Concrete, real-world examples with which the reader can readily identify are found throughout the text. Many examples are original, while others relate research information from published magazines, newspapers, and journals.
- Exhibits, which include figures, tables, and self-assessment quizzes, aid in the comprehension of information in the text.
- Key terms and phrases highlight the management vocabulary introduced in each chapter with definitions that appear in the margin.
- Questions at the end of each chapter assist learning by encouraging the reader to review and reflect on the chapter objectives.
- Skill-building exercises, including Internet activities, appear at the end of each chapter.
- Case problems located at the end of each chapter also can be used to synthesize the chapter concepts and simulate the practice of management.

How to the Sixth Edition

A number of significant changes and additions have been incorporated into this edition. A brief listing of these changes here is followed by a more detailed look.

- All 17 chapters contain new information where appropriate.
- More than half the end-of-chapter cases are new.
- All but two of the chapter-opening cases are new.
- About 90 percent of the Management in Action and Organization in Action boxes are new. The several boxes retained from the previous edition have been updated.
- Two "critical thinking" questions follow the regular questions at the end of the chapters. The purpose of these questions is to encourage a creative approach to a management issue; and to direct the student toward research.

- About half the Internet-skill building activities are new, and are intended to be more challenging than in the previous edition.
- More references to information technology and e-commerce are made throughout the text.
- A new Chapter 3 addresses the many changes that information technology and the Internet bring to the management field.
- About one-third of skill-building exercises are new.
- Many more cases and examples about not-for-profit organizations and government agencies are included in this edition.

Visit the Web Site

The Web site address for *Essentials of Management*, Sixth Edition, is <http://dubrin.swcollege.com>.

Now in the Chapters

Several of the most important additions from substantially revised chapters are highlighted here.

Chapter 2

This chapter focuses on international management and cultural diversity. New information includes an expanded discussion of the problem of human rights violations, an exhibit on the pros and cons of globalization, and a self-quiz on cross-cultural skills and attitudes.

Chapter 3

This new chapter expands and consolidates the description of information technology, the Internet, and e-commerce. The ramifications of the Internet are divided into its impact on customers and other external relationships versus its impact on internal operations. Information is also presented about the wireless environment for managers and professionals.

Chapter 4

As part of the study of ethics, this chapter now includes a section about cyber-ethics and netiquette, or acceptable behavior for using the Internet and e-mail in particular.

Chapter 5

The planning chapter now includes information about how managers incorporate the Internet into their planning. As emphasized by Michael Porter, strategy is more important than ever in the Internet age. As margins are squeezed, a company must find a strategy that distinguishes itself from competitors.

Chapter 8

The discussion of job design talks about the increasing flexibility of job descriptions are becoming more flexible. Part of this flexibility is *job crafting*, or how workers modify their jobs to fit their personal preferences and capabilities. A major purpose of job crafting is to make the job more meaningful or enriched.

Chapter 9

The section on organization change now includes a description of disruptive technology, or how companies sometimes lose sight of small emerging markets served by a company with new technologies. Many students enjoy the challenge of identifying potential disruptive technologies.

Chapter 10

A new underlying theme to the chapter on human resource management is how human resource interventions, such as the right benefits, can improve employee retention. Retention continues to grow as a major focus of human resource management.

Chapter 11

To help the student personalize the vast topic of leadership, a new section explores how skills contribute to leadership. These many skills include sizing up the situation to employ the best leadership approach, and developing a mission statement that inspires others to perform well.

Chapter 12

An important addition to the chapter on motivation is an easy-to-follow case history of how a manufacturer used behavior modification to improve safety conditions in the plant. This insert provides an accessible supplement to technical explanations of motivation. Equity theory now appears in the chapter as well.

Chapter 13

The information about communication barriers in this chapter now includes a description of dishonest dialog, or not pinpointing the real problem in dealing with others. The chapter also contains new information about communication to fit a global environment, such as forming a global communications advisory team.

Chapter 15

An important control topic remains how to control and cut costs. The chapter includes a meaty sampling of ways to trim costs, divided into three categories: people, material and equipment, and money management.

New Topics Added to the Text

- Expanded explanation of entrepreneurship (Chapter 1)
- How poor interpersonal skills lead to executive failure (Chapter 1)
- Expanded discussion of the evolution of management thought including the information technology era (Chapter 1)
- Presentation of U.S.—international trade in goods and services and the Web site where more information can be found (Chapter 2)
- Expanded discussion of human rights violations (Chapter 2)
- Importance of environmentally friendly policies for multinational corporations (Chapter 2)
- Exhibit of pros and cons of globalization (Chapter 2)
- Self-quiz on cross-cultural skills and attitudes (Chapter 2)
- The wireless environment for managers and professionals (Chapter 3)

- The impact of the Internet on customers and other external relationships (Chapter 3)
- The impact of the Internet on internal operations (Chapter 3)
- Corporate espionage (Chapter 4)
- Cyberethics (Chapter 4)
- Domination as a business strategy (Chapter 4)
- Navigation for e-customers as a business strategy (Chapter 5)
- Appropriate physical surroundings for creativity (Chapter 6)
- Forecasts of the impact of the Internet (Chapter 7)
- Job crafting and job design (Chapter 8)
- The contributions of project managers (Chapter 9)
- Disruptive technology and organizational change (Chapter 9)
- Focus on retention in relation to human resource management (Chapter 10)
- Impairment testing (Chapter 10)
- Business or executive coaching for leaders (Chapter 11)
- Separate analysis of leadership skills (Chapter 11)
- Risk taking and thrill seeking (Chapter 12)
- Applying behavior modification to safety training (Chapter 12)
- Equity theory and job motivation (Chapter 12)
- Dishonest dialog (Chapter 13)
- Communication for a global environment (Chapter 13)
- Listening traps (Chapter 13)
- Virtual teams (Chapter 14)
- Stages of group development (Chapter 14)
- Loosening controls and creativity (Chapter 15)
- Cost-cutting suggestions organized into categories (Chapter 15)
- Boosting the self-confidence of difficult workers (Chapter 16)
- Emotional labor (faking emotion for customers) (Chapter 17)

Brand-New Internet Skill-Building Exercises

Every chapter contains an Internet-based skill-building exercise designed to connect students to Web sites that will boost their knowledge of management topics and issues.

- Researching the Quality of a Company's Management by Exploring the Company Web Site (Chapter 1)
- Making Internet Purchase Decisions (Chapter 3)
- Ethical Product Promotion (Chapter 4)
- Trends in Excess Inventory (Chapter 7)
- Success Factors for Flextime (Chapter 8)
- Analyzing an Organization Structure (Chapter 9)
- Charisma Tips from the Net (Chapter 11)
- Recognition Programs (Chapter 12)
- Analyzing Profit Margins (Chapter 15)

Self-Quizzes

Not only will students enjoy taking the self-quizzes, they will also learn about their strengths and areas for improvement in the process. Your students will benefit from taking the following:

- Cross-Cultural Skills and Attitudes (Chapter 2)

Essentials of Management

- The Ethical Reasoning Inventory (Chapter 4)
- How Involved Are You? (Chapter 8)
- Understanding Your Bureaucratic Orientation (Chapter 9)
- What Style of Leader Are You, or Would You Be? (Chapter 11)
- My Approach to Motivating Others (Chapter 12)
- Listening Traps (Chapter 13)
- Team Skills Inventory (Chapter 14)
- The Self-Sabotage Questionnaire (Chapter 16)
- Procrastination Tendencies (Chapter 17)
- The Stress Questionnaire (Chapter 17)

Brand-New Action Inserts

Students will find one Management in Action or Organization in Action insert in every chapter. Practically all inserts are completely new or an update of an insert from the fifth edition. A sampling follows:

- The Stable Hand of Charles F. Knight at Emerson Electric (Chapter 1)
- Kodak Boosts Chinese Film Factory (Chapter 2)
- Adding an *e* to Rx (Chapter 3)
- Kim Polese, Information Technology Pacesetter (Chapter 3)
- The Ecology-Friendly Tire Recyclers (Chapter 4)
- Amazon.com Develops Strategy to Lead the Internet Revolution (Chapter 5)
- Craig Conway Makes Tough Decisions at PeopleSoft (Chapter 6)
- Managers Attempt to Cope with an Inventory Glut (Chapter 7)
- Financial Consultant Runs Virtual Business (Chapter 8)
- The Contribution of Project Managers (Chapter 9)
- U.S. Postal Service Adapts to Disruptive Technology (Chapter 9)
- Soft-Skills Training Receives Attention (Chapter 10)
- The High-Flying Captain Deborah McCoy (Chapter 11)
- Foamex Management Uses Behavior Modification to Improve Safety Training (Chapter 12)
- Deal Makers Prefer the Human Touch (Chapter 13)
- Nortel Networks Takes the Plunge into Virtual Teams (Chapter 14)
- IT Maintenance Systems at United Airlines (Chapter 15)
- Karyl Innis Helps the "Smart Buts" (Chapter 16)

Brand-New End-of-Chapter Cases

Twenty-two of the cases in the sixth edition are brand new, as follows:

- J.C. Penney Chief Plans a Running Start (Chapter 1)
- Hold On to Our Bilingual Workers (Chapter 2)
- Can We Wire the Avon Ladies? (Chapter 3)
- Is the Internet Draining Our Productivity? (Chapter 3)
- Napster Challenges the Music Business (Chapter 4)
- Vulture Time for E-Tailers (Chapter 5)
- High Hopes at Kellogg (Chapter 5)
- The Thinking Expedition (Chapter 6)
- The San Juan Snow House (Chapter 6)
- Imbalances at Family Services (Chapter 7)
- Our Best Cashiers Leave Too Soon (Chapter 8)

- The Culture War at DaimlerChrysler (Chapter 9)
- The Reluctant Information Sharers (Chapter 9)
- Labor Squeeze at Brittany Meadow (Chapter 10)
- “Carly” Attempts a Big Overhaul at HP (Chapter 11)
- Rewards and Recognition at Tel-Service (Chapter 12)
- The Scrutinized Team Member Candidate (Chapter 13)
- The Speed Team at IBM (Chapter 14)
- Building Cooperation at Ambitech (Chapter 14)
- The Squeeze at Palm (Chapter 15)
- The Preoccupied Business Analyst (Chapter 16)
- The Meridian Workers Go Surfing (Chapter 17)

INSTRUCTIONAL RESOURCES

Essentials of Management is accompanied by comprehensive instructional support materials.

- *Instructor's Manual with Test Bank and Transparency Masters.* The instructor's manual (ISBN: 0-324-11469-9) provides resources to increase the teaching and learning value of *Essential of Management*. The *Manual* contains “Chapter Outline and Lecture Notes,” of particular value to instructors whose time budget does not allow for extensive class preparation.

For each chapter, the *Manual* provides a statement of purpose and scope, outline and lecture notes, lecture topics, comments on the end-of-chapter questions and activities, responses to case questions, an experiential activity, and an examination. The examination contains twenty-five multiple-choice questions, twenty-five true/false questions, and three essay questions.

The *Manual* contains two comprehensive cases that will be useful for instructors who wish to integrate the topics covered within the course. In addition, instructions are provided for the use of Computer-Aided Scenario Analysis (CASA). CASA is a user-friendly technique that can be used with any word-processing software. It allows the student to insert a new scenario into the case and then to re-answer the questions based on the new scenario. CASA helps to develop creative thinking and an awareness of contingencies or situational factors in making managerial decisions.

A set of transparency masters that duplicates key figures in the text is included in the manual.

- *Examview.* The examinations presented in the *Manual* are also available on disk with the test generator program, Examview (ISBN: 0-324-11471-0). This versatile software package allows instructors to create new questions and edit or delete existing questions from the test bank.
- *Study Guide.* The *Study Guide* (ISBN: 0-324-11468-0) that accompanies the sixth edition of *Essentials of Management* is a real asset to students. For each text chapter, the *Study Guide* includes an overview, the objectives and key terms, an expanded study outline, and review questions—matching, multiple-choice, true/false, and fill-in. Each chapter also contains an application exercise that requires use of the concepts presented in the text chapter.
- *PowerPoint Slides.* A set of 150 professionally prepared *PowerPoint* slides (ISBN: 0-324-11470-2) accompanies the text. This slide package is designed for easy classroom use and includes reproductions of many of the exhibits found in the text.

A NOTE TO THE STUDENT

The information in the general preface is important for students as well as instructors. Here I offer additional comments that will enable you to increase the personal payoffs from studying management. My message can be organized around several key points.

- *Management is not simply common sense.* The number one trap for students in studying management is to assume that the material is easy to master because many of the terms and ideas are familiar. For example, just because you have heard the word *teamwork* many times, it does not automatically follow that you are familiar with specific field-tested ideas for enhancing teamwork.
- *Managerial skills are vital.* The information in the course for which you are studying this text is vital in today's world. People with formal managerial job titles such as supervisor, team leader, department head, or vice president are obviously expected to possess managerial skills. But many other people in jobs without managerial titles also benefit from managerial skills. Among them are administrative assistant, customer-service representative, and inventory-control specialist.
- *The combination of managerial, interpersonal, and technical skills leads to outstanding career success.* A recurring myth is that it is better to study "technical" or "hard" subjects than management because the pay is better. In reality, the people in business making the higher salaries are those who combine technical skills with managerial and interpersonal skills. Executives and business owners, for example, can earn incomes rivaled only by leading professional athletes and entertainment personalities.
- *Studying management, however, has its biggest payoff in the long run.* Entry-level management positions are in short supply. Management is a basic life process. To run a major corporation, manage a restaurant or a hair salon, organize a company picnic, plan a wedding, or run a good household, management skills are an asset. We all have some knowledge of management, but formally studying management can multiply one's effectiveness.

Take advantage of the many study aids in this text and the *Study Guide*. You will enhance your learning or management by concentrating on such learning aids as the chapter objectives, summaries, discussion questions, self-quizzes, skill-development exercises, and glossary. Carefully studying a glossary is an effective way of building a vocabulary in a new field. Studying the glossary will also serve as a reminder of important topics. Activities such as the cases, discussion questions, and skill-building exercises facilitate learning by creating the opportunity to think through the information. Thinking through information, in turn, leads to better comprehension and long-term retention of information. The *Study Guide* will provide excellent review and preparation for examinations.

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导 读

彭 龙

1911年泰勒在《科学管理原理》一书中阐述了科学管理理论,也就是要运用科学方法确定进行一项工作的最佳方法,提高单个工人的生产力。泰勒的理论和研究被广泛接受和引用,宣告了经验管理时代的结束和科学管理的开始。随着人力资源、行为科学、量化管理、企业文化、系统视角等管理理论和思想的出现和运用,管理学又发展到了新的阶段。这不仅是管理学界努力的成果,也是经济进步和企业尤其是现代大企业生存和发展的需求。随着全球化和信息化时代的到来,企业间的竞争更加激烈,先进管理的重要性更加突显。对于我国企业来说更是如此。我国的经济改革与发展已经取得了令人瞩目的成就,出现了一批具有相当规模与实力的企业。但我们也应当看到,随着国际竞争的加剧,中国经济要想在全球化和信息革命背景下持续发展,除了加强宏观层面的调控以外,也需强调企业层面的管理改进与创新,使企业管理迈向先进行列,增强中国企业的竞争力。这就迫切要求培养出具有先进管理思想的人才。因此我们需要引进、吸收一流的管理知识和方法,并结合我国企业和社会经济实际情况,特别是在包括产权问题在内的企业制度改革背景下,发展出适合我国企业的管理之道。除了经济领域企业的管理需求外,其它领域,比如政府部门和其他组织也需要有满足当今社会要求的管理理念和方法。选择出版《管理学精要》一书正是出于以上目的。

本书共分六大篇十七章。第一篇(前四章)对管理学做了总的介绍。包括管理理论的一些基本概念,管理思想的演进,以及在全球化和信息时代背景下对管理提出的新要求等。其中第一章“管理者的工作”,揭示了管理工作的性质,并简单说明了管理过程中的四项管理职能,即计划、组织、领导和控制,还特别强调了在不同管理职能下的管理角色和任务。第二章“跨国管理与文化多样性”介绍了管理者和专业人员如何在多元文化的环境中展开工作。第三章“信息技术与因特网”讲述了因特网、电子商务等信息技术是怎样影响管理者的活动,并对他们提出了新的挑战。第四章“伦理道德与社会责任”则从道德的角度出发分析了管理学。

第二篇到第五篇分别介绍了四项管理职能的具体内容。第二篇(第五、六、七章)讲的是计划方面的内容。第五章“计划的核心”提出了一个总的框架。第六章则探讨了决策的各个方面,其中强调了创造性的重要作用。第七章“计划与决策的定量技术”介绍了计划与决策的附属手段,比如盈亏平衡分析,PERT系统分析法等。

第三篇“组织”的重点是组织、文化以及人员配备。第八章“职务设计与工作时间表”向读者介绍了怎样通过合理的职务分配和工作时间的安排来提高生产力和顾客满意度。第九章“组织结构、文化和变化”介绍了如何从一个组织的角度出发安排工作,文化对组织的深刻影响,以及如何应对变化、利用变化。第十章“人员配备与人力资源管理”介绍了人员聘用、培训和评估的各种方法。

第四篇是“领导”篇。这三章主要讲了管理者的角色及其对团队成员的影响。第十一章“领导才能”介绍了管理者可以采用的不同领导方法以及和领导效果密切相关的个人特点。第十二章“动机/激励”探讨了管理者如何才能激励员工以完成既定工作目标。“沟通”这一章是关于如何准确收发信息的。第十四章“团队、群体、团队合作”解释了团队的本质,以及管理者如何才能增强团队成员的合作。

下一篇“控制”共两章。第十五章“控制的核心”总体介绍了如何衡量与控制绩效,包括使用各种财务指标等手段。第十六章介绍了目前管理低效员工的办法,重点是如何提升绩效。

最后一篇也是最后一章,介绍了如何通过培养良好的工作习惯、合理安排时间以及调控压力来提高个人效率。

本书具有以下特点:

一是内容丰富系统,形式多样。该书不仅涵盖了经典管理思想和理论,当前的管理问题、方法和趋势,还从不同规模组织的角度出发探讨不同的管理之道,考虑到了可能成为中小公司管理者的学习人员的需求。另外,书中还谈到了非盈利性组织的管理问题。大量最新的有关案例、图表、书籍报章和网上的相关阅读材料,使读者在学习了抽象的理论和方法后,还能获得对管理领域实际问题 and 具体操作的感性认识。这些内容又是通过多种形式展现给读者的。每一章除了正文部分,还在第一页列出“本章学习目标”,点出主要议题,并提供一个“开头案例”来说明这个议题。一章内容结束后又根据这些学习目标给出“要点总结”,把每章的核心思想贯穿起来。正文中间插有“实时管理”栏,介绍某个公司或管理者是如何实际操作这一章内阐述的某个管理理念的。其它穿插栏目除了每章的数据、表格和图例以外,大部分篇章内还包括“自我测试”栏,能帮助读者更好地理解文中的信息,找到自己在某个管理问题上所处的位置。在书页空边处给出关键词的释意,同时每章的“要点总结”后又重新列出这些关键词,使每章的重点一目了然。课后练习除了帮助学习者重温一章要点的一般性问题外,还给出了一些分析、批判性思考题,目的是鼓励学生对管理问题提出创造性的解决方案并引导学生进行相关的调查研究。从实际操作角度出发,该教材还在每章结尾设有“技能培养练习”,其中包括网络技能培养练习。每章最后还有案例分析题,读者可以通过阅读这些案例和回答后面的讨论题将有关的管理知识融会贯通。

另一个突出特点是关注新动态。最显著的一点是作者根据社会发展的实际情况,增加了信息技术时代管理思想新发展方面的信息,介绍了信息技术和网络使管理领域出现的新变化,对公司内部运营、公司客户关系和其他外部关系造成的影响,由此向管理者提出的新要求,以及给管理者带来的挑战和机遇。相应增加了网络伦理道德、使用规则方面的探讨。在介绍各项管理职能时也加入了与网络有关的内容,此外还在课后题中设置了训练网络技能的练习。作者紧随时代变化,更新或增加了文章内容、论题、每章开篇和结尾的案例、穿插栏目和课后习题。

第三个特点是便利教学使用。该教材配备了相关网址和全面的教学辅助材料,包括带有试题库的教师手册、软件包,内容涉及各章概况、讲课要点、论题、练习和案例分析点评,学生学习指导,包括学习目标、框架、重点和各种类型的复习题和实际应用题。另外,本书还配有150页PowerPoint幻灯片,便于课堂使用。

本书具有良好的适用范围。不仅可作为学院、大学教学的教材及科研参考书,还可以作为职业培训用书。那些决战商场,想要寻求最新管理资讯的经理人、企业家也可以从中获取丰富的内容。对与管理层打交道的专业和技术人员,本书也不无借鉴之处。

在使用该教材时,教师应考虑充分应用它提供的各种辅助材料和教学形式,注重引导学生培养分析和解决实际问题的能力,避免仅仅把该书当成阅读材料。同样,学生也应充分利用各种学习辅助工具,积极参与讨论、测试、案例分析、技能培养训练等活动。对于所有使用该书的人员来说,需要特别注意的一点是:要把书中介绍的管理理论和方法与中国的实际情况相结合,毕竟该书作者主要还是从西方管理世界的视角出发,所选的案例、材料也几乎都为西方国家公司、管理者的情况。我国的国情有所不同,企业和管理者面对的问题或者问题的重点也和西方国家有所不同。

总之,《管理学精要》不失为一本优秀的管理学著作,但在阅读时要注意结合我国实际,有鉴别地吸收对我国企业发展和经济建设有借鉴价值的内容。

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