

21 世纪专业英语系列教程



管理学专业英语

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English Course for Management



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管理学专业英语

English Course for Management

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内 容 简 介

本书涵盖管理学的基本原理和案例,围绕管理基础、计划、组织、领导和控制,本着系统和简明的原则来阐释管理学原理和方法,启发学生进一步思考和理解,从而提高管理实务技能。

本书适于大学管理专业学生作为专业英语教材或双语教材使用,也适于相关专业学生学习管理以及参考之用。

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自从泰勒(Frederick Taylor)在1911年出版了《科学管理原理》(Principles of Scientific Management)一书之后,管理学就独立成为一门蓬勃发展的学科。伴随着未来经济社会各个层面的发展,越来越多的学者们和从事管理实践的人们更加关注这一领域。管理学知识的普及是经济持续发展的先声,根植于西方文化背景和企业环境的管理理论是值得我们借鉴、吸收和学习的,但是,最终我们要寻找的是适合我国独特国情的中国式管理理论。这才是我们乐见的。

本教程是为了适应经济全球化的跨文化管理环境,应管理人员和相关专业学生对于管理基本理论和英语应用能力方面的需求,在认真总结多年专业英语教学经验的基础上,参考了相关管理学原版教科书,兼顾高校本科“双语教学”的要求而编写的。本教程旨在渗透“通过管理专业知识学习英语”、“通过英语学习管理专业知识”的双向互动式教学理念,重点要培养学生形成双语思维能力。

本教程围绕传统的管理职能展开,即管理基础、计划和决策、组织、领导和控制五大部分共十五章。在课堂教学中,一方面需要学生在课前预习;另一方面,教师可以根据学生的特点有选择地讲授,并提前告知学生教学进度和课程要求,这样可以较好地提高课堂教学效果。

本教程的特色在于:一是新颖,即“一张图表胜过一千句话”,图文并茂地展示管理学相关基础理论,非常适合课堂教学和课下自学;二是系统,即“见木又见林”,不但帮助读者对管理思想建立专业性的思考构架,而且有助于提高读者解决实务问题的能力;三

是活学活用,所精选的实务案例分析题目,可以帮助读者有效地衔接和应用管理学理论于管理实践中。本教程在多方面的创新使其既适合专业英语教学,又适合管理学基础双语教学。希望本教程可以引导对管理学有兴趣的学生或企业界人士进入管理学实用而瑰丽的缤纷世界和知识领域,充实自己美丽的人生!

本书由刘希宋主审,周丽、李正欢任主编,谢晓丰、郭海波、张洪烈任副主编。各章编写分工如下:第1部分和附录部分的正文及案例由周丽编写,第2部分正文由李正欢编写,案例部分由王爱红编写,第3部分正文由刘航编写,案例部分由贾立柱编写,第4部分正文由谢晓丰编写,案例部分由赵琪编写,第5部分正文由张洪烈编写,第5部分案例和附录部分案例由郭海波编写。全书由周丽统稿。

在本书的编写过程中参考了大量著作、教材、期刊和网上资源,均已在参考文献中注明,在此对这些文献的作者表示衷心的感谢!本书的出版要特别感谢齐齐哈尔大学经济管理学院盛秋生教授、王维教授的大力支持和帮助。

由于编者水平有限,书中难免有错误和疏漏之处,敬请读者批评指正!

编者

2006年10月

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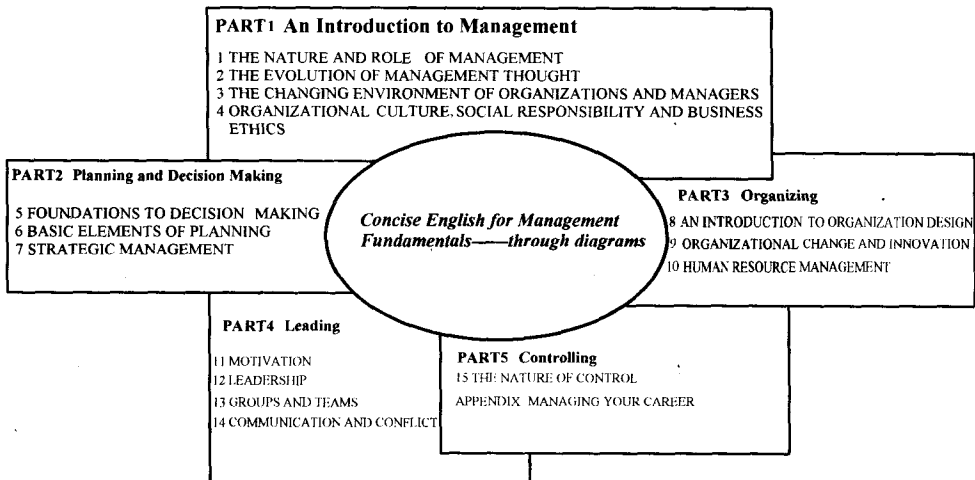
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Contents In Brief

Management is organized around the traditional management functions of planning (and decision making), organizing, leading, and controlling. This framework is generally accepted as the most effective way to describe the management process. Part I introduces to readers the basic context in which managers work. The next four parts provide in-depth treatments of each of the four basic functions. Finally, Appendix provides some insight into managerial careers. Integrative cases are added at the end of each part.

One theme of this book is to explain theories through diagrams; another theme is to introduce theories systematically to help shape readers' thinking ways; to fully appreciate the role and scope of management in contemporary society, it is very important to make clear how to apply concepts in the real world, therefore, the third is to balance theory and practice by means of case studies.

A Guided Tour to This Book



Part One

An Introduction to Management

Unit 1 The Nature and Role of Management

Unit 2 The Evolution of Management Thought

Unit 3 The Changing Environment of Organizations and Managers

Unit 4 Organizational Culture, Social Responsibility and Business
Ethics

Cases

You Be the Consultant

Learning objectives

After studying this part, you should be able to:

Describe the nature of management, define management and managers.

Discuss the science and the art of management.

Summarize and evaluate the classical perspective on management; the behavioral perspective on management; the quantitative perspective on management; the systems and contingency approaches to management and explain the integrative framework of management perspectives.

Discuss the nature of the organizational environment and identify the environments of interest to most organizations.

Identify and describe how the environment affects organizations and how organizations adapt to their environment.

Describe the nature of international business, including its meaning, recent trends, the management of globalization, and competition in a global environment.

Discuss managerial ethics, the concept of social responsibility and specify to whom or what an organization might be responsible.

Unit 1

The Nature and Role of Management

“To be or not to be...” This is an important question for aspiring managers. Exactly what is the meaning of the word manager? What does a manager do? How does a manager go about getting the job done? What types of skills are needed? Unit 1 answers these questions. I think you will find that management is hard work, but work filled with potentially great rewards.

Unit 1 explains that managers' work in organizations. Organizations have goals, a structure to accomplish work, and people to get the work done. In essence, these are the ingredients of the management “recipe”. This unit introduces you to two words that are related but different. These words are “efficiency” and “effectiveness.” Pay special attention to these words as you read the unit because good management is concerned with attaining goals as efficiently as possible.

Luckily, you do not have to reinvent the wheel (or in our theme, revert to silent pictures). Management scholars have developed a four-step process for managing organizations. This four-step process includes planning and decision making, organizing, leading and controlling.

Carefully review these activities because the continued popularity of the process approach is a tribute to its clarity and simplicity.

According to Henry Mintzberg, managers engage in ten “managerial roles” that can be grouped into three primary headings—interpersonal relationships, the transfer of information, and decision-making. When you are a manager, you will find that there are certain skills that help you produce the intended end product. These skills are: conceptual skills, interpersonal skills, and technical skills. Unit 1 will give you a description of these skills. I believe you will be sold on their validity and will be motivated to expand your own management skill set.

Lastly, you might pose the “why” question. Exactly why it is worth your time to study

management. I believe unit 1 offers many insights about how management impacts our daily lives and why you will want to study this topic.

Well, sit back and enjoy this production of the fundamentals of management.

1 What Is an Organization?

An organization is defined as a group of people working together in a structured and coordinated fashion to achieve a set of goals. The common characteristics of organizations are shown as follows: they have a distinct purpose (goal), are composed of people, and have a deliberate structure.

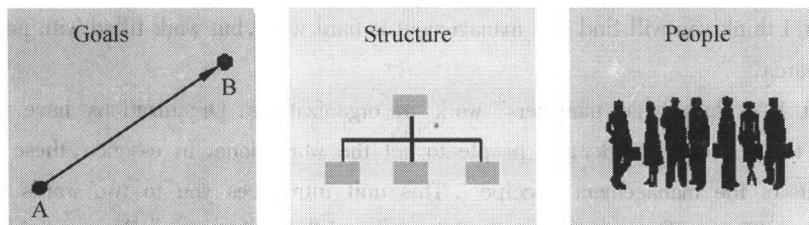


Figure 1-1 Common Characteristics of Organizations

Organizational resources include human resources (managerial talent and labor), financial resources (capital investments to support ongoing and long-term operations), physical assets (raw materials, office and production facilities, and equipment), and information (usable data, information linkages).

Organization	Human Resources	Financial Resources	Physical Resources	Information Resources
Shell Oil	Drilling platform workers Corporate executives	Profits Stockholder investments	Refineries Office buildings	Sales forecast OPEC proclamations
Iowa State University	Faculty Secretarial staff	Alumni contributions Government grants	Computers Campus facilities	Research reports Government publications
New York City	Police offices Municipal employees	Tax revenue Government grants	Sanitation equipment Municipal buildings	Economic forecasts Crime statistics
Susan's Corner Grocery Store	Grocery clerks Bookkeeper	Profits Owner investment	Building Display shelving	Price lists from suppliers Newspaper ads for competitors

Figure 1 - 2 Examples of Organizational Resources

2 What Is Management?

Management is a set of activities (planning and decision making, organizing, leading, and controlling) directed at an organization's resources (human, financial, physical, and information) with the aim of achieving organizational goals in an efficient and effective manner.

The basic purpose of management is to efficiently use resources wisely and in a cost-effective way.

- **Efficiency**

"Doing things right" is to get the most output for the least inputs.

- **Effectiveness**

"Doing the right things" is to attain organizational goals.

Management

1. Management is the process by which a cooperative group directs actions of others toward common goals (Massie and Douglas).
2. Management is the process of working and through others to effectively achieve organizational objectives by efficiently using limited resources in a changing environment (Kreitner).
3. Management is the coordination of all resources through the processes of planning, organizational directing, and controlling in order to attain stated objectives (Sisk).
4. Management is establishing an effective environment for people operating in formal organizational groups (Koontz and O'Donnell).
5. entails activities undertaken by one or more persons in order to coordinate the activities of others in the pursuit of ends that can not be achieved by any one person (Donnelly, Gibson, and Ivancevich).

Figure 1 - 3 Contemporary Definitions of Management

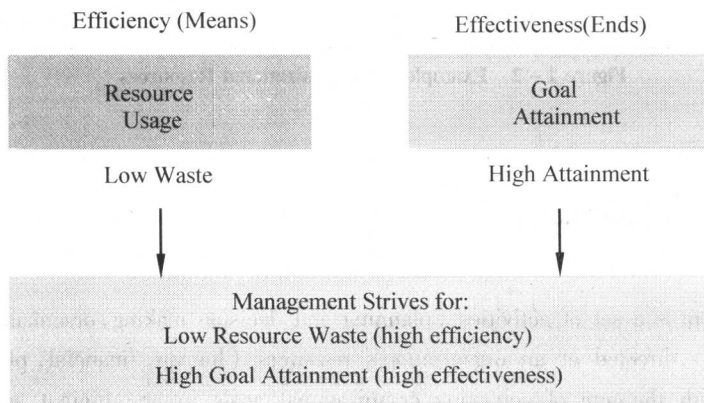


Figure 1 - 4 Effectiveness and Efficiency in Management

3 What Is a Manager?

A manager is someone whose primary responsibility is to carry out the management process, who plans and makes decisions, organizes, leads, and controls human, financial, physical, and information resources, and who works with and through other people by coordinating and integrating their work activities in order to accomplish organizational goals.

The three levels of managers are: top managers who are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization; middle managers who are primarily responsible for implementing the policies and plans of top managers, supervising and coordinating the activities of lower level managers; first-line managers who are at the lowest level of management and manage the work of nonmanagerial employees.

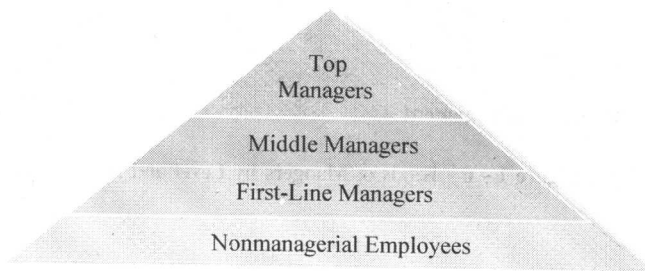


Figure 1 - 5 Managerial Levels

Kinds of managers by area are marketing managers who work in areas related to getting consumers and clients to buy the organization's products or services (new product development, promotion, and distribution); financial managers who deal primarily with an organization's financial resources (accounting, cash management, and investments); operations managers who are concerned with creating and managing the systems that create organization's products and services (production control, inventory, quality control, plant layout, or site selection); human resource managers who are involved in human resource planning, recruiting and selecting employees, training and development, designing compensation and benefit

systems, formulating performance appraisal systems, and discharging low-performing employees; administrative managers who are familiar with all functional areas of management and who are not associated with any particular management specialty.

And organizations have developed specialized managerial positions (e. g. public relations managers) directly related to the needs of the organization.

Levels of Management

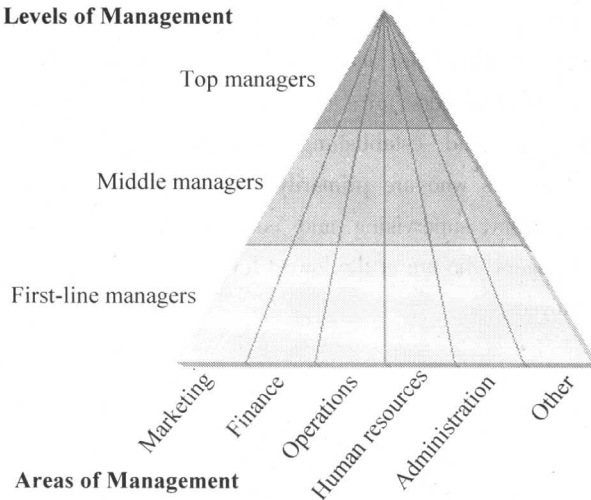


Figure 1-6 Kinds of Managers by Level and Area

4 What Do Managers Do?

1 Functional Approach

The four management functions include that planning and decision making is the process of setting an organization's goals, selecting a course of action from a set of alternatives and deciding how best to achieve them; organizing is the process of determining how activities and resources are to be grouped and how best to group activities and resources; leading is the set of processes used to motivate members of the organization and get them to work together to advance the interests of the organization; and controlling is the process of monitoring and

correcting ongoing activities to facilitate the organization's goal attainment.

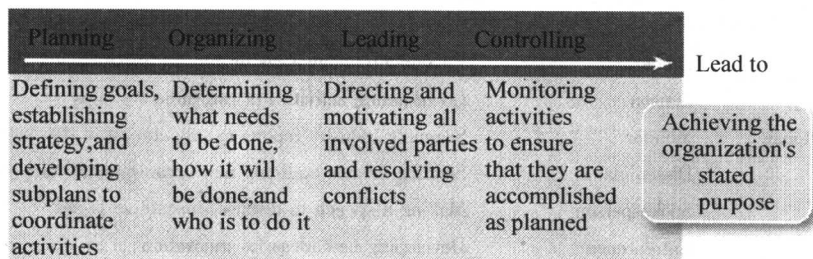


Figure 1-7 Management Functions

2 Roles Approach

Henry Mintzberg identified ten managerial roles that managers undertake to accomplish the management functions, and grouped these roles into three categories—interpersonal roles include figurehead, leader, and liaison involving how a manager interacts with other people; informational roles include monitor, disseminator, and spokesperson roles involving the processing of information, that is, how a manager exchanges and processes information; and decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator involving how a manager uses information in decision making.

3 Skills Approach

All managers need skills. Technical skills are abilities to think analytically and achieve integrative problem solving, for example, knowledge and proficiency in a specific field; human skills are abilities to work well with other people, to communicate with, understand, and motivate both individuals and groups; conceptual skills are abilities to think and conceptualize about abstract and complex situations concerning the organization. For example, using information to solve business problems, identifying of opportunities for innovation; recognizing problem areas and implementing solutions, selecting critical information from masses of data, understanding of business uses of technology and organization's business model.

Still, some other skills are needed, such as diagnostic skills (the manager's ability to