

## 当代管理精要

(美) Gareth R. Jones Jennifer M. George 著

# Essentials of Contemporary Management



清华大学出版社

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北京

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# 出版说明

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经济管理理论和管理经验的需要,清华大学出版社与国外著名出版公司McGraw-Hill教育出版集团合作影印出版了一系列商科英文版教材。鉴于大部分外版教材篇幅过长,且其中部分内容与我国的教学需要不符,我们请专家学者结合国内教学的实际要求,对所选图书进行了必要的删节。我们所选择的图书,基本上是在国外深受欢迎、并被广泛采用的优秀教材的缩减版,其主教材均是该领域中较具权威性的经典之作。在选书和删节的过程中,我们得到了清华大学王雪莉老师的支持、帮助和鼓励,在此表示谢意!

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。

我们在对原版图书进行删节的同时仍采用了原书的页码,因此读者在阅读过程中可能会发现有漏页、跳页的现象,而且文中提到的页码或内容有可能已被删掉从而无法找到,由此给读者带来的诸多不便,我们深表歉意。

我们期望这套影印书的出版对我国经济管理科学的发展能有所帮助,对我国商科的教学,尤其是商学本科的教学能有所促进。

欢迎广大读者给我们提出宝贵的意见和建议;同时也欢迎有关专业人士向我们推荐您所接触到的国外优秀图书。

清华大学出版社经管事业部

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中国的学生要不要使用英文版的教材，一直有争议。有人认为，我们应该使用自己编写的教材，这样才能更准确地反映我们在课堂上所要表述的观点。用国外的原版教材，有些隔靴搔痒，不能解决中国的实际问题。持不同意见的观点认为，尽管各国在管理体制上有意识、制度、文化等差异，但管理本身是在国际环境下具有共同性的问题。特别是，中国的企业在经济全球化的环境下，需要更多地了解国外的管理理论与现状。在这种情况下，就需要引进一些外版的教材。一则，用于满足我们教学的部分需求；二则，更好地了解外版教材的教学服务体系；三则，为我们的师生创造英语教学的环境。

在进行2004年本科教指委的工作规划时，我曾特别谈及，要加强对本科教育中教书育人、服务于学生的使命的认识，继续优化专业课程设计，扩大精品课程建设，增加专业导向课程，尤其要加强对国际商科与经济管理学学科教学进展的研究，并引进最新的教学成果，包括教材及教学资源。这一切都是为了更好地为国家与社会培养更好的人才。

为此，清华大学出版社与美国麦格劳-希尔教育出版公司的合作，引进出版这套“精编版”的英文工商管理教材，也是体现这一理念。这套教材吸收国际最新教学成果，提供全方位的教学资源，并借助英语的语言媒介，将会大力提升与发展中国工商管理教学水平，提高学生使用英语语言和网络手段获得长久的终生学习的能力和兴趣，进而提高我国工商界的国际竞争力。这是一件具有重大意义的工作。

讲到美国麦格劳-希尔教育出版公司，就要提到该公司的中国首席代表姜峰先生。我同他认识已经多年了。1995年，他供职西蒙与舒斯特公司北京代表处。从那时起，他便开始来学校拜访，打破出版社坐等教师上门的惯例。他这种服务教学的理念就是直接同我们的教师见面，为教师提供教学资源，从早期的印刷版图书到磁盘、光盘，到在线资源、在线系统。这些年，姜峰先生尽管已经换到目前的公司工作，但他始终坚持着这一服务教学的理念，认真实践着他的教育出版观。

在同姜峰先生讨论引进国际上在工商管理教学的最新成果时，基本上确定了引进本套教材及教学资源的基本格调，即对“国际最新教学成果”的几个共同认识：一是国际上教学技术的进展究竟走到了哪一步，我们就引进到哪一步；二是要注意教学技术的发展给教学及教材带来的影响，我们要借鉴新的教学辅助手段。

最近几年，我在美国授课的过程中，注意到教学网络技术：CMS（课程管理系统）。通过这个教学辅助系统，教师可以将所要讲授的课程内容简单地张贴到一个系统化的

网页上,包括教学演示文件PPT、章节提要(Lecture Notes)、在线阅读资料,以及问答题、简答题还有课后大作业等,还可以很简单地开设自己课程的在线论坛BBS。学生在注册后,便成为在线学生,通过该平台与教师交互,完成习题、在线提交作业,在线考试,自动出评测分析报告。这一切是以教师为中心,完全解决了教师对于自己教学内容,以及对学生和教学过程的网络化数字化管理的问题,并可多次复用、异地复用。这个在线学习系统(BlackBoard, WebCT, eCollege)等不同于国内各高校自己研发的以学籍管理或基于录像、课件的远程教学为中心的校园管理平台,直接解决大学的核心问题,即“大师”们对课程教学内容的管理问题,成为对教师授课最好的在线数字化辅助支持平台。

2003年12月底,从姜峰先生处得知BlackBoard在中国落地,便通过他与赛尔毕博公司接触,很快决定在中国人民大学商学院引进该平台支持教学。2004年的春季学期,我商学院247位教师,所有364门课程全面上线,2000多名学生在线注册学习,引发了人大商学院一场真正意义上的“教学革命”。教师与学生实现了很好的沟通与互动,学生之间也有了很好的学习谈论的天地。目前,我商学院的经验,已经成为赛尔毕博支持国内院校教学上线发展的典范,成为BlackBoard在国内的示范教学网站。

课堂教学同网络平台结合之后,又给教学带来了新的挑战,也给教材和教材的出版商们带来了新的机遇。历史悠久的麦格劳-希尔教育出版公司积极适应这种挑战,在商科及经管教材的出版上做了战略性的调整:即将教材本身做“薄”,出版一批新型的、跨媒介的教材;将研讨性、探索性、展开式的学习内容放到网上,将动态交互性的内容放到网上;印刷版的教材从过去强调各章节内容全面,呈现教学过程、学习环节,转向注重概念性及引导性,展现学习的核心内容。同时,他们将教材配套的教学资源做得更“全”,将更多的内容上线后全面依托网络,更加动态地呈现教学内容及教学过程;并为不同的教学平台提供完全解决方案,提供跨平台的不同版本的内容“子弹”。无论采用BlackBoard还是WebCT等平台,教师们都可以从出版商处获得标准的教学资源包,为自己采用的教材轻松搭建课程网站,实现教学的在线革命。

总之,教学在革命,教学的手段也在革命。我们要看到工商管理教学在国际上的各种变化,努力跟上时代的发展变化,使我们的学生真正获得国际水准的教育。为此,我衷心地感谢这批教材的国外作者们,正是他们不懈的教学实践,给我们学科的发展带来源源的活力;同时感谢国内外的出版界人士,感谢他们对教材、教材市场的永恒追求,不断地帮助我们提升教学的水准;衷心希望这批适应新的教学需要的国际最新教材的出版能抛砖引玉,再次带动整个工商管理教育,无论是本科、高职高专教学还是MBA、EMBA教学的发展。

子曰:“学而时习之,不亦说乎。”在这场教学革命中,我们有更大的勇气面临新的教学挑战,将中国的工商管理教育推向世界一流的前列!

徐二明

教育部高校工商管理类教学指导委员会主任委员  
中国人民大学商学院院长

2004年金秋于北京

# Preface

The business world is changing rapidly. There are increasing pressures on managers to integrate new information technology into all aspects of an organization's operations to improve efficiency and customer responsiveness. The increasing diversity of the workforce has made it imperative for managers to understand how and why people differ so that they can effectively manage and reap the benefits of diversity. The continuing need to innovate and improve the quality of goods and services to allow an organization to compete effectively, especially on a global level, has continued to confront managers. The ethics of top managers and ethical concerns throughout organizations have come to the forefront of attention with many examples of companies who have failed or are struggling to survive because of the behavior of their corrupt managers. The tasks that managers must perform effectively have become more complex and challenging than ever before.

With this in mind, we set out to write *Essentials of Contemporary Management* to distill new and classic theorizing and research into a contemporary framework that is compatible with the traditional focus on management as planning, leading, organizing, and controlling, but which also transcends this approach. We also set out to present management in a way that makes its relevance obvious even to students who might lack exposure to a "real-life" management context. Our goal has been to relate management theory to real life examples to drive home the message that management matters both because it determines how well organizations perform and because managers and organizations affect the lives of people who work inside them and people outside the organization, such as customers, communities, and shareholders.

The contemporary nature of our approach can be seen most clearly by examining our table of contents, and by perusing our treatment of management issues, especially with reference to the kinds of issues and organiza-

tions we discuss in our opening cases and many insights throughout the book.

## Unique Coverage

As you will see, we have some chapters that are unlike those in other essentials of management books. Our Chapter 2, for example, discusses entrepreneurs and managers as real people with their own personalities, strengths, weaknesses, opportunities, and problems. This chapter shows students how entrepreneurs and managers shape all aspects of the way an organization works, and students will grasp that managers are people like themselves and subject to the same kinds of forces that govern their choices and actions. Students will also appreciate learning about the challenges managers face and how, as future managers, they can successfully meet them. Chapters 5 and 6 bring to the forefront the crucial processes of managing organizational innovation, creativity, and change in a competitive environment. Also, our book has thorough coverage of contemporary communication challenges and the practical, hands-on significance of managing information technology. Throughout the book, we illustrate how new developments in information technology are influencing the jobs of managers and employees alike.

Business ethics, and the ethics of managers, is a major theme of our book. While ethical behavior has always been a managerial imperative, the scandals that have plagued some organizations have made ethics an even more pressing concern. In addition to Chapter 3, which provides an in-depth explanation of the vital role ethics plays in effective management and how managers can develop ethical cultures, we discuss many ethical issues in our "Ethics in Action" boxes throughout the book. In addition, we include a real-life ethics exercise at the end of every chapter that drives home to students the deep and significant ethical issues involved in management.



## Emphasis on Applied Management

Our contemporary approach also is illustrated by the way we have chosen to organize and discuss contemporary management issues. We have gone to great lengths to bring the manager back into the subject matter of management. That is, we have written our chapters from the perspective of current or future managers to illustrate, in a hands-on way, the problems and opportunities they face and how they can effectively meet them. For example, in Chapter 3 we provide an integrated treatment of ethics and diversity that clearly explains their significance to practicing managers. In Chapter 6, we provide an integrated treatment of planning and strategy, highlighting the choices managers face as they go about performing the planning role. Throughout the text, we emphasize important issues managers face and how management theory, research, and practice can help them and their organizations be effective.

This applied approach can also be clearly seen in the last two chapters of the book that cover the topics of managing information systems, technology, and operations management, topics which have tended to be difficult to teach to new management students in an interesting and novel way. Our chapters provide a student-friendly, behavioral approach to understanding the management processes entailed in information systems and operations management. As our reviewers noted, while most books' treatment of these issues is dry and quantitative, ours comes alive with its focus on how managers can manage the people and processes necessary to give an organization a competitive advantage.

## Flexible Organization

Another factor of interest to instructors concerns the way we have designed the grouping of chapters to allow instructors to teach the chapter material in the order that best suits their needs. Instructors are not tied to the planning, organizing, leading, controlling

framework, even though our presentation remains consistent with this approach.

## Acknowledgments

Finding a way to integrate and present the rapidly growing literature on contemporary management and make it interesting and meaningful for students is not an easy task. In writing and revising the several drafts of *Essentials of Contemporary Management*, we have been fortunate to have had the assistance of several people who have contributed greatly to the book's final form. First, we are grateful to Andy Winston, our sponsoring editor, for his ongoing support and commitment to our project, and for always finding ways to provide the resources that we needed to continually improve and refine our book. Second, we are grateful to Laura Hurst Spell, our developmental editor, for so ably coordinating the book's progress and to her and Ellen Cleary, our marketing manager, for providing us with concise and timely feedback and information from professors and reviewers that have allowed us to shape the book to the needs of its intended market. We also thank Artemio Ortiz for executing an awe-inspiring design, Mary Konzachi for coordinating the production process, and Patsy Hartmangruber and Elaine Morris for providing excellent word processing and graphic support. We are also grateful to the many colleagues and reviewers who provided us with useful and detailed feedback, perceptive comments, and valuable suggestions for improving the manuscript.

Producing any competitive work is a challenge. Producing a truly market-driven textbook requires tremendous effort beyond simply obtaining reviews on a draft manuscript. Our goal was simple with the development of *Essentials of Contemporary Management*, to be the most customer-driven essentials of management text and supplement package ever published! With the goal to exceed the expectations of both faculty and students, we've executed one of the most aggressive product development plans ever undertaken in textbook publishing. Well over 200 faculty have taken part in developmental activities ranging from regional focus



groups to manuscript reviews and surveys. Consequently, we're confident in assuring you and your students, our customers, that every aspect of our text and support package reflects your advice and needs. As you review it we're confident that over and over your reaction will be "they listened!"

Our thanks to these faculty who contributed greatly to *Essentials of Contemporary Management*:

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