

英语专业工商管理双语教学教材系列

MANAGEMENT

管 理

第4版

JEFF MADURA

[美] 杰夫·马杜拉 著



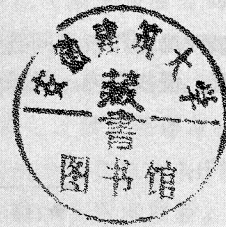
人民邮电出版社
POSTS & TELECOM PRESS

英语专业工商管理双语教学教材系列

管 理

第 4 版

[美] 杰夫·马杜拉 著



人民邮电出版社

北 京

图书在版编目 (CIP) 数据

管理 / (美) 马杜拉 (Madura, J.) 著;

—北京: 人民邮电出版社, 2006.11

(英语专业工商管理双语教学教材系列)

ISBN 978-7-115-15378-4

I. 管… II. 马… III. 企业管理—英语—高等学校—教材 IV.H31

中国版本图书馆 CIP 数据核字 (2006) 第 119249 号

Management, Fourth Edition by Jeff Madura

ISBN 0-324-40711-4

First published by South-Western, a division of Thomson Learning, United States of America.

All Rights Reserved.

Reprinted for People's Republic of China by Thomson Asia Pte Ltd and PTPress under the authorization of Thomson Learning. No part of this book may be reproduced in any form without the express written permission of Thomson Learning and PTPress.

本书英文影印版由汤姆森学习出版集团授权人民邮电出版社独家出版发行。此版本仅限在中华人民共和国境内 (不包括中国香港、澳门特别行政区及中国台湾) 销售。未经授权的本书出口将被视为违反版权法的行为。未经出版者预先书面许可, 不得以任何方式复制或发行本书的任何部分。

978-981-4226-86-8

北京市版权局著作权合同登记号 图字: 01-2006-4893

版权所有, 侵权必究。举报盗版有奖, 联系电话: (010) 64981059 E-mail: marketing@ncc-pub.com

管 理 (第 4 版)

◆ 作 者 [美] 杰夫·马杜拉

策 划 刘 力 陆 瑜

责任编辑 王 蕾

◆ 人民邮电出版社出版发行 北京市崇文区夕照寺街 14 号 A 座

邮编 100061 电子函件 315@ptpress.com.cn

网址 <http://www.ptpress.com.cn>

电话 (编辑部) 010-64964059 (销售部) 010-64982639

北京新华印刷厂印刷

新华书店经销

◆ 开本: 850 × 1168 1/16

印张: 8.75

字数: 208 千字 2007 年 1 月第 1 版 2007 年 1 月第 1 次印刷

ISBN 978-7-115-15378-4/F·861

定价: 25.00 元

本书如有印装质量问题, 请与本社联系 电话: (010) 64981059

丛书总序

进入 21 世纪,全球化现象越来越普及,国际间的经贸往来日益频繁、深入,这对外语教学,尤其是英语教学提出了新的要求。以往的英语专业方向以英语语言学、英语文学为主,语言知识和交际技能局限于日常生活语言和语境。由于缺少专业知识,即使语言能力较好的学生也不能胜任商务、金融等领域的对外交流工作,社会急需既精通普通英语又掌握专业英语和专业知识的“复合型”人才。针对这一现象,很多高校开设了商务英语类专业,专业课程设置体现“英语+专业”的“复合型”人才培养规格。

虽然商务英语类专业近几年发展很快,设置此专业的高校增多,但就课程建设而言还存在很多问题。国内一些高校的商务英语类专业和开设商务类课程的英语专业的课程设置表明:很多商务英语类课程在实践中一般采取专业课程教学模式、专业双语教学模式或专业英语教学模式。专业教学模式指英语专业聘请各专业院系教师讲授专业知识的教学模式,授课语言是中文,优点是教师专业知识扎实,缺点是没有与英语专业很好结合。专业双语教学模式指使用英语教材采取双语授课的教学模式,优点是“英语+专业”符合商务英语类专业的人才培养规格,缺点是现有教材的专业知识内容过深,英语专业的教师不能很好地把握专业知识,教师感觉难教,学生感到难学。专业英语教学模式指讲授特殊用途英语,即“一般工作环境下使用英语的沟通技巧”,如商务英语等。此类课程很具应用价值,但教学重点偏重专业英语的知识和能力,仍是语言技能类课程,专业知识涉及较少,不利于构建学生的专业知识体系。

商务方向是我国英语专业教学改革和发展的主要专业方向,社会对商务方向的英语人才需求较多,商务英语类专业的课程建设和教材建设成为关注焦点。市场调查表明:目前市场上可供选择的商务类

英语专业教材种类不多,很多课程没有合适的教材。虽然,近年来国内许多出版社引进了诸多工商管理类教材,但是大多数引进的原版专业教材多为工商管理专业用书,部头较大,不适合第二语言学习者学习。

教材建设是丰富应用英语课程,培养具有应用能力的“复合型”英语人才的关键。为解决商务英语课程建设中的教材问题,丰富教材种类,调节教材难度,人民邮电出版社从美国高校商务类课程中精选了一套经典教材,并根据难度和教学需要摘编组合,出版了适合我国专业双语教学的教材。

本系列教材主要有以下几个特点:(1)教材种类丰富。本系列教材首批推出 7 本商务知识双语教材,组成“英语专业工商管理双语教学教材系列”,包括《管理》(Jeff Madura 著)、《运营管理与创新》(David Needle 著)、《市场营销》(Louis Boone & David Kurtz 著)、《会计与财务管理》(Jeff Madura 著)、《人力资源管理》(Jeff Madura 著)、《商业伦理与社会责任》(Jeff Madura 著)以及《创办新企业》(Jeff Madura 著),国内同类题材教材较少。(2)版本较新。本系列教材选摘自国外最新教材,内容涵盖了相应学科的最新理念和最新的真实案例。(3)内容规范、简洁,语言难易得当,适合双语教学。本系列教材简要地概述了各职能领域最重要的基本概念、基本原理和主要理论,在每本书后加入了这门学科的相关重要术语,并对术语的词头进行了中文释义。

对于商务英语类专业的双语教学来说,该系列丛书内容详略得当,语言准确流畅,是一套值得信赖的英语专业工商管理双语教学的系列教材。希望此系列教材能够丰富商务英语类专业的课程设置,满足广大师生的需求,同时也希望我国商务英语教育蓬勃发展!

英语专业工商管理双语教学教材系列

总策划: 刘 力 陆 瑜

编委会

主 编: 严 明 黑龙江大学外语教学研究部主任教授 全国四、六级考试委员会委员
教育部大学外语教学指导委员会委员

副主编: (按姓氏笔画排序)

王立非 对外经济贸易大学英语学院 院长 教授
刘法公 浙江工商大学外国语学院 院长 教授
陈 洁 上海对外贸易学院外语学院 院长 副教授
宫恒刚 东北财经大学国际商务外语学院 院长 教授

编 委: (按姓氏笔画排序)

丁 怡 广州大学外语学院商务英语系 副主任 副教授
丁崇文 对外经济贸易大学英语学院商务英语系 主任 副教授
方笑君 兰州商学院商务英语系 主任 教授
王关富 对外经济贸易大学英语学院 副院长 教授
王庄严 哈尔滨师范大学恒星学院商学系 主任
田海龙 天津商学院外语学院 院长 教授
刘白玉 山东工商学院外国语学院商务英语系 主任 副教授
吕世生 南开大学外国语学院翻译系 主任 教授
佟敏强 黑龙江大学应用英语系 主任 高级经济师
吴英娜 中南财经政法大学外国语学院英语系商务英语教研室 主任
李生禄 大连海事大学外国语学院 院长 教授
杨 蒙 广东商学院外国语学院 书记 副教授
陈 娟 贵州大学外国语学院商务英语系 主任 副教授
修月桢 北京第二外国语学院英语教学部 主任 教授
翁凤翔 上海海事大学外语学院 副教授
郭桂杭 广东外语外贸大学国际商务英语学院 副院长
郭笑文 北京外国语大学国际商学院 副院长 教授
鲍 文 浙江台州职业技术学院外语系 主任 副教授
臧玉福 南京晓庄学院外国语学院商务英语教研室 主任

Contents

目 录

Part 1 Managing Effectively 6

1 Levels of Management 8

Decision Making: Interaction among Management Layers 9

2 Functions of Managers 10

Planning 10

Cross Functional Teamwork: Interaction of Functions to Achieve the Strategic Plan 12

Organizing 14

Leading 16

Global Business: Conflicts with the Goal of a Multinational Corporation 18

Controlling 19

Global Business: Leadership Styles for Global Business 20

Integration of Management Functions 23

Use of Technology and Software to Improve Management Functions 23

Software to Improve Management Functions 24

Decision Making: Using Managerial Functions to Make Decisions 25

3 Managerial Skills 25

Conceptual Skills 25

Interpersonal Skills 26

Technical Skills 26

Decision-Making Skills 27

Summary of Management Skills 28

Decision Making: Determining the Required Management Skills 28

4 How Managers Manage Time 29

Set Proper Priorities 29

Schedule Long Time Intervals for Large Tasks 29

Minimize Interruptions 29

Small Business Survey: How Managers Run Meetings Efficiently 30

Set Short-Term Goals 31

Delegate Some Tasks to Employees 31

Decision Making: How to Manage Time to Complete a Project 31

College Health Club: Planning at CHC 32

Summary	33
Key Terms	34
Review & Critical Thinking Questions	34
Discussion Questions	35
College Health club: Managing at CHC	35
Investing in a Business	35
Case: Applying Management Skills	36
Video Case: Managing at Caribou Coffee	36
Internet Applications	37
Dell's Secret to Success	37
In-Text Study Guide	38

Part 2 Organizational Structure 42

5	Purpose and Types of Organizational Structure	43
	<i>How Organizational Structure Varies among Firms</i>	44
	<i>Impact of Information Technology on Organizational Structure</i>	47
	<i>Decision Making: Selecting an Organizational Structure</i>	47
6	Accountability in an Organizational Structure	48
	<i>Role of the Board of Directors</i>	48
	<i>Small Business Survey: Who Are the Board Members of Small Firms?</i>	49
	<i>Oversight of the Internal Auditor</i>	53
	<i>Internal Control Process</i>	53
	<i>Decision Making: Oversight of an Organizational Structure</i>	54
7	Distributing Authority among the Job Positions	54
	<i>Centralization</i>	54
	<i>Decentralization</i>	55
	<i>Self-Scoring Exercise: How Decentralized Is Your Company?</i>	56
	<i>Global Business: How Organizational Structure Affects the Control of Foreign Operations</i>	57
	<i>Decision Making: Whether to Decentralize?</i>	59
8	Structures That Allow More Employee Input	59
	<i>Matrix Organization</i>	59
	<i>Intrapreneurship</i>	60
	<i>Informal Organizational Structure</i>	61
	<i>Decision Making: Creating an Effective Informal Structure</i>	63
9	Methods of Departmentalizing Tasks	64
	<i>Departmentalize by Function</i>	64
	<i>Departmentalize by Product</i>	64
	<i>Cross Functional Teamwork: Relationship between Organizational Structure and Production</i>	65
	<i>Departmentalize by Location</i>	66

Global Business: Organizational Structure of a Multinational Corporation	67
<i>Departmentalize by Customer</i>	67
Cross Functional Teamwork: Interaction among Departments	68
<i>Decision Making: How to Departmentalize</i>	69
College Health Club: Departmentalizing Tasks at CHC	69
Summary	70
Key Terms	71
Review & Critical Thinking Questions	71
Discussion Questions	72
It's Your Decision: Organizational Structure at CHC	72
Investing in a Business	73
Case: Creating an Organizational Structure	73
Video Case: Student Advantage	74
Internet Applications	74
Dell's Secret to Success	75
In-Text Study Guide	76

Part 3 Improving Productivity and Quality 80

10 Resources Used for the Production Process 81

<i>Human Resources</i>	82
<i>Materials</i>	82
<i>Other Resources</i>	83
<i>Combining the Resources for Production</i>	83
<i>Decision Making: Determining the Resources Needed</i>	84

11 Selecting a Site 84

<i>Factors Affecting the Site Decision</i>	84
<i>Evaluating Possible Sites</i>	85
<i>Small Business Survey: Location as a Competitive Advantage</i>	86
Global Business: Selecting a Foreign Production Site	87
<i>Decision Making: Choosing the Optimal Site</i>	87

12 Selecting the Design and Layout 88

<i>Factors Affecting Design and Layout</i>	88
<i>Decision Making: Determining the Optimal Design and Layout</i>	91

13 Production Control 91

<i>Purchasing Materials</i>	91
<i>Small Business Survey: Why Do Firms Outsource Rather Than Produce Some Products Themselves?</i>	92
<i>Inventory Control</i>	94

Routing 96

Scheduling 96

Quality Control 99

Cross Functional Teamwork: Interaction of Functions Involved in Total Quality Management 100

Global Business: Global Quality Standards 101

Small Business Survey: Exposure to Liability Lawsuits 103

Decision Making: Deciding on Quality Control 104

14 Methods to Improve Production Efficiency 104

Technology 105

Economies of Scale 106

Restructuring 109

Integration of the Production Tasks 109

Decision Making: Tradeoffs from Production Decisions 111

College Health Club: Average Cost at CHC 111

Summary 112

Key Terms 113

Review & Critical Thinking Questions 113

Discussion Questions 114

It's Your Decision: Production Decisions at CHC 114

Investing in a Business 115

Case: Selecting the Best Plant Site 115

Video Case: Quality Control at Canondale 116

Internet Applications 116

Dell's Secret to Success 116

In-Text Study Guide 117

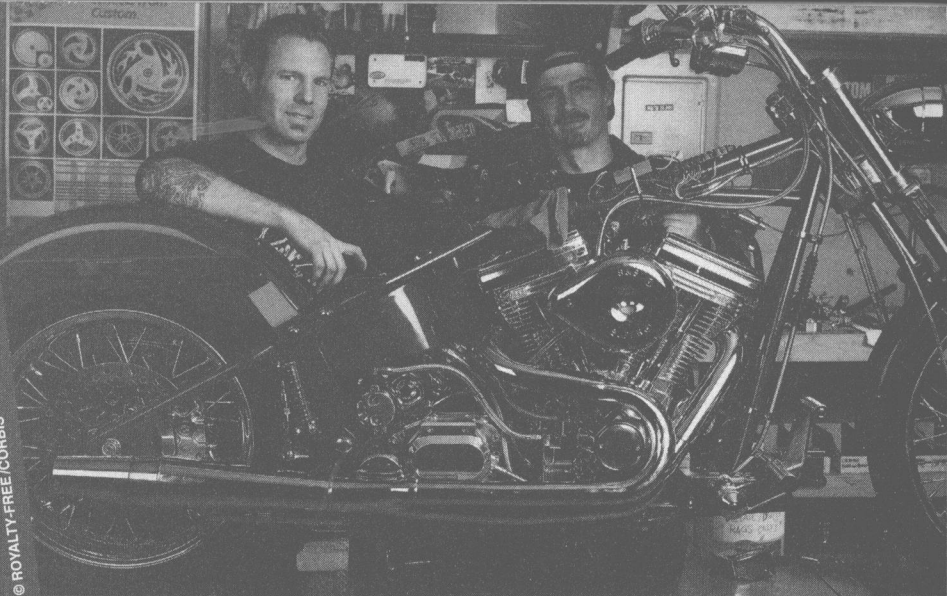
Answers to In-Text Study Guide 121

Glossary 122

Part

1

© ROYALTY-FREE CORBIS



Decisions by Zycles Company regarding management levels, functions, and skills it needs for its production of motorcycles will influence its future performance and value.

The Learning Goals
of this part are to:

Identify the levels
of management.

1

Identify the key functions
of managers.

2

Describe the skills that
managers need.

3

Describe methods that managers can
use to utilize their time effectively.

4

Managing Effectively

Management involves the utilization of human and other resources (such as machinery) in a manner that best achieves the firm's plans and objectives. According to a recent survey by Shareholder Surveys, shareholders rank good management and long-term vision as the two most important characteristics of a firm. Consider the situation of Zycles Company, which produces and sells motorcycles, Zycles Company must decide:

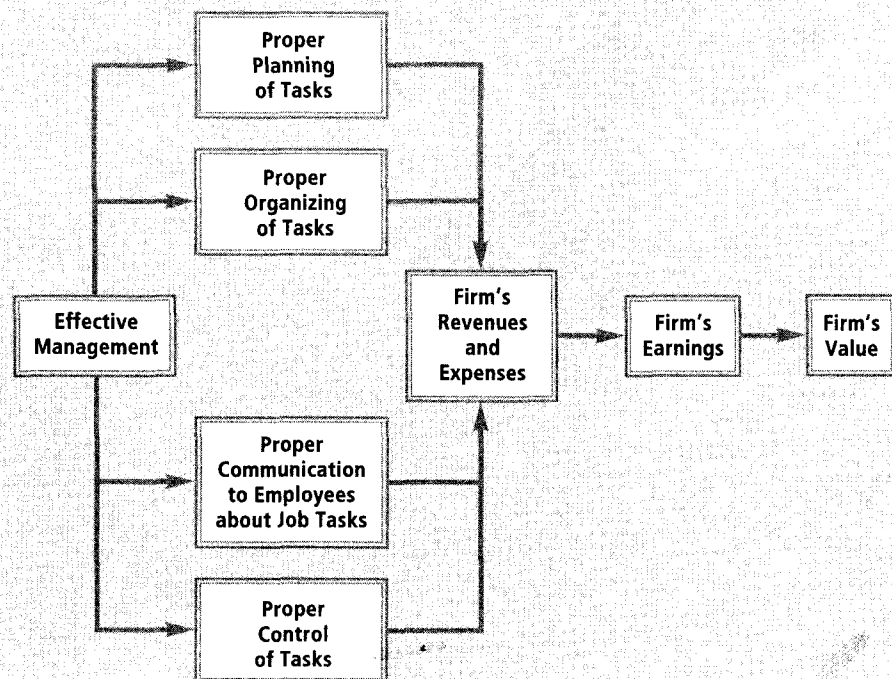
- What levels of management does it need to manage its business?

- What functions are required of the managers who manage the business?
- What skills do the managers need?
- How can Zycles Company ensure that the managers use their time efficiently?

The decision about the levels of management needed affects the expense of running the business. The decision about the functions is necessary to ensure that the managers can complete all the required tasks. The decision about the managers' skills is needed to

ensure that the managers are capable of completing all the necessary tasks. The decision about how the managers should use their time is necessary to get the most work out of the managers so that the firm does not need to hire too many managers.

The types of decisions described above are necessary for all businesses. This Part explains how Zycles Company or any other firm can determine the necessary levels, functions, skills, and efficiency for its managers that will maximize its value.



Managing Effectively

Management involves the utilization of human and other resources (such as machinery) in a manner that best achieves the firm's plans and objectives. According to a recent survey by Shareholder Surveys, shareholders rank good management and long-term vision as the two most important characteristics of a firm. Consider the situation of Zycles Company, which produces and sells motorcycles, Zycles Company must decide:

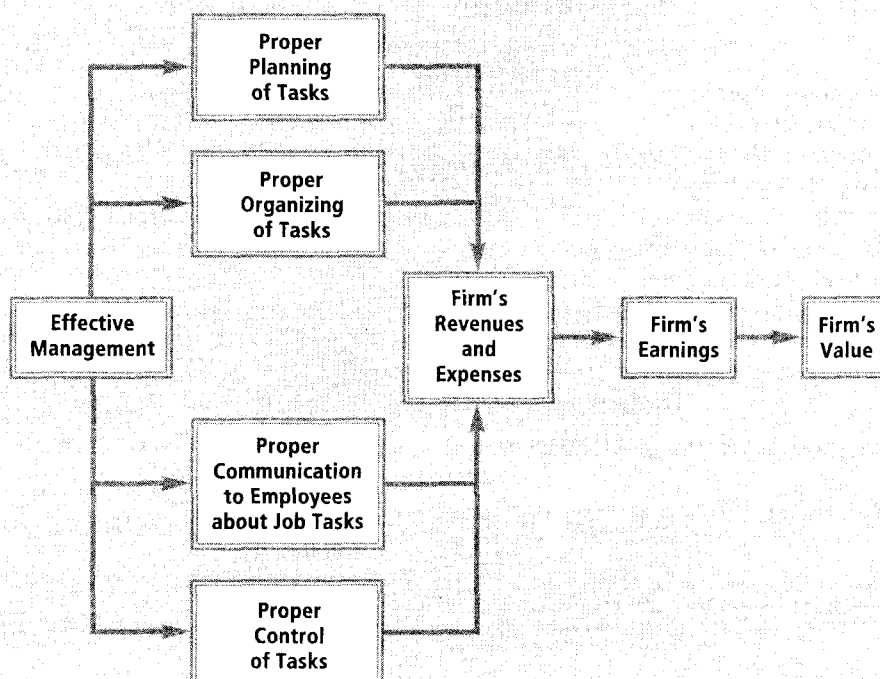
- What levels of management does it need to manage its business?

- What functions are required of the managers who manage the business?
- What skills do the managers need?
- How can Zycles Company ensure that the managers use their time efficiently?

The decision about the levels of management needed affects the expense of running the business. The decision about the functions is necessary to ensure that the managers can complete all the required tasks. The decision about the managers' skills is needed to

ensure that the managers are capable of completing all the necessary tasks. The decision about how the managers should use their time is necessary to get the most work out of the managers so that the firm does not need to hire too many managers.

The types of decisions described above are necessary for all businesses. This Part explains how Zycles Company or any other firm can determine the necessary levels, functions, skills, and efficiency for its managers that will maximize its value.



11

Identify the levels of management.

top (high-level) management

managers in positions such as president, chief executive officer, chief financial officer, and vice-president who make decisions regarding the firm's long-run objectives

middle management

managers who are often responsible for the firm's short-term decisions

supervisory (first-line) management

managers who are usually highly involved with the employees who engage in the day-to-day production process

Levels of Management

Employees who are responsible for managing other employees or other resources serve as managers, even if their official title is different. The functions of managers vary with their respective levels within the firm. **Top (high-level) management** includes positions such as president, chief executive officer (who commonly also serves as president), chief financial officer, and vice-president. These managers make decisions regarding the firm's long-run objectives (such as three to five years ahead).

Middle management is often responsible for the firm's short-term decisions, as these managers are closer to the production process. Middle managers resolve problems and devise new methods to improve performance. Middle management includes positions such as regional manager and plant manager.

Supervisory (first-line) management is usually highly involved with the employees who engage in the day-to-day production process. Supervisors deal with problems such as worker absenteeism and customer complaints. Supervisory management includes positions such as account manager and office manager. The types of functions that each level of management conducts are summarized in Exhibit 1.1.

The relationships among top, middle, and supervisory managers can be more fully understood by considering a simple example. Exhibit 1.2 shows the responsibilities of all managers in light of a firm's new plans to expand production and increase sales. The middle and top managers must

Exhibit 1.1

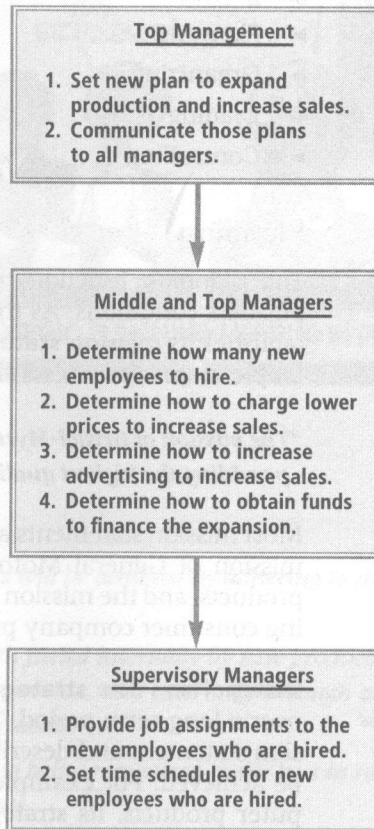
Comparison of Different Levels of Management

Title	Types of Decisions
Top Management	
President	1) Should we create new products? 2) Should we expand? 3) How can we expand? Through acquisitions?
Chief Financial Officer	1) Should more funds be borrowed? 2) Should we invest available funds in proposed projects?
Vice-President of Marketing	1) Should an existing product be revised? 2) Should our pricing policies be changed? 3) Should our advertising strategies be changed?
Middle Management	
Regional Sales Manager	1) How can we boost sales in a particular city? 2) How can complaints from one of our largest customers be resolved? 3) Should an additional salesperson be hired?
Plant Manager	1) Should the structure of the assembly line be revised? 2) Should new equipment be installed throughout the plant?
Supervisory Management	
Account Manager	1) How can workers who process payments from various accounts be motivated? 2) How can conflicts between two workers be resolved?
Supervisor	1) How can the quality of work by assembly-line workers be assessed? 2) How can assembly-line tasks be assigned across workers? 3) How can customer complaints be handled?

make production, marketing, and finance decisions that will achieve the new plans. The supervisory managers provide specific instructions to the new employees who are hired to achieve the higher production level.

Exhibit 1.2

Comparison of
Responsibilities among
Managers



Decision Making

Interaction among Management Layers

Zycles Company (introduced at the beginning of the part) relies on three levels of managers to manage its business of producing and selling motorcycles. Its supervisory managers monitor the assembly-line operations and interact with the assembly-line workers on a daily basis. The middle managers are heavily involved with selling the motorcycles to various dealerships. They determine what types of motorcycles the dealerships want to buy, and they also respond to any complaints from the dealerships about previous orders. The middle managers interact with the supervisory managers when problems occur with the assembly-line production. The high-level managers determine the future design of the motorcycles, how to finance future operations, and how to advertise the company's products. The high-level managers consider any information provided by the middle managers before making key decisions.

1. Explain why the feedback from the middle managers to the supervisory managers may affect the assembly-line process.
2. Explain why the feedback from the middle managers to the high-level managers may affect key decisions such as the creation of a new motorcycle design.

ANSWERS: 1. The middle managers may pass along complaints that dealerships have received from customers about a problem that is caused by the production process, and this information may lead to a change in the assembly-line process that could correct the problem. 2. The middle managers can relay information from the dealerships about the styles of motorcycles that customers would like to buy if they were available.

2

Identify the key functions of managers.

planning

the preparation of a firm for future business conditions

mission statement

a description of a firm's primary goal

strategic plan

identifies a firm's main business focus over a long-term period, perhaps three to five years

Functions of Managers

Most managerial functions can be classified into one of the following categories:

- ▶ Planning
- ▶ Organizing
- ▶ Leading
- ▶ Controlling

Planning

The **planning** function represents the preparation of a firm for future business conditions. As the first step in the planning process, the firm establishes its **mission statement**, which describes its primary goal. For example, here is the mission statement of Bristol-Myers Squibb:

"The mission of Bristol-Myers Squibb is to extend and enhance human life by providing the highest quality health and personal care products."

Most mission statements are general, like that of Bristol-Myers Squibb. The mission of General Motors is to be the world's leader in transportation products, and the mission of Ford Motor Company is to be the world's leading consumer company providing automotive products and services.

Strategic Plan The **strategic plan** identifies the firm's main business focus over a long-term period. The strategic plan is more detailed than the mission statement and describes in general terms how the firm's mission is to be achieved. For example, if a firm's mission is to produce quality computer products, its strategic plan might specify the particular computer products to be produced and the manner in which they will be sold (retail outlets, Internet, etc.).

The strategic plan typically includes goals and strategies that can be used to satisfy the firm's mission. For example, a recent annual report of Bristol-Myers Squibb listed the following among its main goals and strategies:

Goals:

"Leadership in each product category and in each geographic market in which we compete. We aim to achieve number one or number two position with increasing market shares."

"Superior customer satisfaction by providing the highest quality products and services to our customers. We will strive to be rated number one or two with continuous improvement as rated by our customers."

"Superior steady shareholder returns, as measured by a number one or two competitive position in economic performance within our industry."

"An organization which is committed to winning through teamwork, empowerment, customer focus, and open communications."

Out of Business



Strategies:

"Our mission and goals will be achieved by adhering to the following core strategies:

- ▶ *Achieve unit growth fueled internally by new products, geographic expansion, and marketing innovation, and externally through acquisition, joint venture and licensing agreements.*
- ▶ *Dedicate ourselves to being recognized as the best in research and development across our businesses . . .*
- ▶ *Achieve continuous improvement in our cost structure . . .*
- ▶ *Attract, develop, motivate, and retain people of the highest caliber. The company's reporting, reward and recognition systems will be built around attainment of the goals identified above."*

Once a firm specifies its mission, it can develop plans to achieve that mission.

A firm's mission can change over time. When eBay was created, its mission was to create an online auction system that would allow buyers and sellers to interact to purchase and sell products. As eBay became increasingly popular, it expanded its system to include several foreign countries, and it established a more ambitious mission—to serve buyers and sellers anywhere who wish to buy or sell practically anything.

tactical planning

smaller-scale plans (over one or two years) that are consistent with the firm's strategic (long-term) plan

Tactical Planning High-level and middle managers also engage in **tactical planning**, or smaller-scale plans (over one or two years) that are consistent with the firm's strategic (long-term) plan. Tactical planning normally focuses on a short-term period, such as the next year or so. To develop their tactical plan, managers of AT&T and other firms assess economic conditions, the general demand for various products, the level of competition among firms producing those products, and changes in technology. They use their vision to capitalize on opportunities in which they have some

Cross Functional Teamwork

Interaction of Functions to Achieve the Strategic Plan

The development of a strategic plan requires interaction among the firm's managers who are responsible for different business functions. Recall that the strategic plan of Bristol-Myers Squibb mentioned earlier includes goals of increased market share, customer satisfaction, and continuous improvement. The firm's strategies to achieve those goals include the creation of new products, continuous improvement in cost structure (high production efficiency), and retaining good employees.

The management function of Bristol-Myers Squibb can help achieve the firm's goals by assessing the needs of consumers so that the firm can create new products. It can also attempt to assess customers' satisfaction with existing

products and use marketing strategies to increase the market share of these products. The financing function of Bristol-Myers Squibb can help achieve the firm's goals by determining the level of borrowing that will be sufficient to support the firm's operations.

Since the business functions are related, a strategic plan can be implemented only when the interaction among business functions is recognized. A strategic plan that focuses on increased sales will likely require more production and financing. The table below shows some common ways that the goals of a strategic plan can be achieved by each function.

How Various Business Functions Are Used to Achieve the Strategic Plan

Function	Typical Goals or Strategies That Can Be Achieved by This Function
Management	High production efficiency
	High production quality
	Customer satisfaction
	Employee satisfaction
Marketing	Innovation (new products)
	Increase market share of existing products
	Customer satisfaction
Finance	Reduce financing costs
	Efficient use of funds

advantages over other firms in the industry. If a firm's strategic plan is to increase its market share by 20 percent, its tactical plans may focus on increasing sales in specific regions that have less competition. As time passes, additional tactical planning will be conducted in accordance with the strategic plan.

operational planning establishes the methods to be used in the near future (such as the next year) to achieve the tactical plans

Operational Planning Another form of planning, called **operational planning**, establishes the methods to be used in the near future (such as the next year) to achieve the tactical plans. Continuing our example of a firm whose tactical plan is to increase sales, the operational plan may specify the means by which the firm can increase sales. That is, the operational plan may specify an increase in the amount of funds allocated to advertising and the hiring of additional salespeople.