

清华管理学系列英文版教材

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现代管理学

Modern Management

Tenth Edition

(美) 塞缪尔·C. 瑟托 (Samuel C. Certo) 著
特里维斯·瑟托 (S. Trevis Certo)

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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的管理经验和掌握经济理论的前沿动态,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,绝大部分是该领域中较具权威性的经典之作。

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。

我们期望这套影印书的出版对我国经济科学的发展能有所帮助,对我国经济管理专业的教学能有所促进。

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

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总序

世纪之交,中国与世界的发展呈现最显著的两大趋势——以网络为代表的信息技术的突飞猛进,以及经济全球化的激烈挑战。无论是无远弗界的因特网,还是日益密切的政治、经济、文化等方面的国际合作,都标示着 21 世纪的中国是一个更加开放的中国,也面临着一个更加开放的世界。

教育,特别是管理教育总是扮演着学习与合作的先行者的角色。改革开放以来,尤其是 20 世纪 90 年代之后,为了探寻中国国情与国际上一切优秀的管理教育思想、方法和手段的完美结合,为了更好地培养高层次的“面向国际市场竞争、具备国际经营头脑”的管理者,我国的教育机构与美国、欧洲、澳洲以及亚洲一些国家和地区的大量的著名管理学院和顶尖跨国企业建立了长期密切的合作关系。以清华大学经济管理学院为例,2000 年,学院顾问委员会成立,并于 10 月举行了第一次会议,2001 年 4 月又举行了第二次会议。这个顾问委员会包括了世界上最大的一些跨国公司和中国几家顶尖企业的最高领导人,其阵容之大、层次之高,超过了世界上任何一所商学院。在这样高层次、多样化、重实效的管理教育国际合作中,教师和学生与国外的交流机会大幅度增加,越来越深刻地融入到全球性的教育、文化和思想观念的时代变革中,我们的管理教育工作者和经济管理学习者,更加真切地体验到这个世界正发生着深刻的变化,也更主动地探寻和把握着世界经济发展和跨国企业运作的脉搏。

我国管理教育的发展,闭关锁国、闭门造车是绝对不行的,必须同国际接轨,按照国际一流的水准来要求自己。正如朱镕基同志在清华大学经济管理学院成立十周年时所发的贺信中指出的那样:“建设有中国特色的社会主义,需要一大批掌握市场经济的一般规律,熟悉其运行规则,而又了解中国企业实情的经济管理人才。清华大学经济管理学院就要敢于借鉴、引进世界上一切优秀的经济管理学院的教学内容、方法和手段,结合中国的国情,办成世界第一流的经管学院。”作为达到世界一流的一个重要基础,朱镕基同志多次建议清华的 MBA 教育要加强英语教学。我体会,这不仅因为英语是当今世界交往中重要的语言工具,是连接中国与世界的重要桥梁和媒介,而且更是中国经济管理人才参与国际竞争,加强国际合作,实现中国企业的国际战略的基石。推动和实行英文教学并不是目的,真正的目的在于培养学生——这些未来的企业家——能够具备同国际竞争对手、合作伙伴沟通和对抗的能力。按照这一要求,清华大学经济管理学院正在不断推动英语教学的步伐,使得英语不仅是一门需要学习的核心课程,而且渗透到各门专业课程的学习当中。

课堂讲授之外,课前课后的大量英文原版著作、案例的阅读对于提高学生的英文水平也是非常关键的。这不仅是积累相当的专业词汇的重要手段,而且是对学习者思维方式的有效训练。

我们知道,就阅读而言,学习和借鉴国外先进的管理经验和掌握经济理论动态,或是阅读翻译作品,或是阅读原著。前者属于间接阅读,后者属于直接阅读。直接阅读取决于读者的外文阅读能力,有较高外语水平的读者当然喜欢直接阅读原著,这样不仅可以避免因译者的疏忽或水平所限而造成的纰漏,同时也可以尽享原作者思想的真实表达。而对于那些有一定外语基础,但又不能完全独立阅读国外原著的读者来说,外文的阅读能力是需要加强培养和训练的,尤其是专业外语的阅读能力更是如此。如果一个人永远不接触专业外版图书,他在获得国外学术信息方面就永远会比别人差半年甚至一年的时间,他就会在无形中减弱自己的竞争能力。因此,我们认为,有一定外语基础的读者,都应该尝试一下阅读外文原版,只要努力并坚持,就一定能过了这道关,到那时就能体验到直接阅读的妙处了。

在掌握大量术语的同时,我们更看重读者在阅读英文原版著作时对于西方管理者或研究者的思维方式的学习和体会。我认为,原汁原味的世界级大师富有特色的表达方式背后,反映了思维习惯,反映了思想精髓,反映了文化特征,也反映了战略偏好。知己知彼,对于跨文化的管理思想、方法的学习,一定要熟悉这些思想、方法所孕育、成长的文化土壤,这样,有朝一日才能真正“具备国际战略头脑”。

以往,普通读者购买和阅读英文原版还有一个书价的障碍。一本外版书少则几十美元,多则上百美元,一般读者只能望书兴叹。随着全球经济合作步伐的加快,目前在出版行业有了一种新的合作出版的方式,即外文影印版,其价格几乎与国内同类图书持平。这样一来,读者可以不必再为书价发愁。清华大学出版社这些年在这方面一直以独特的优势领先于同行。早在1997年,清华大学出版社敢为人先,在国内最早推出一批优秀商学英文版教材,规模宏大,在企业界和管理教育界引起不小的轰动,更使国内莘莘学子受益良多。

为了配合清华大学经济管理学院推动英文授课的急需,也为了向全国更多的MBA试点院校和更多的经济管理学院的教师和学生提供学习上的支持,清华大学出版社再次隆重推出与世界著名出版集团合作的英文原版影印商学教科书,也使广大工商界人士、经济管理类学生享用到最新最好质优价廉的国际教材。

祝愿我国的管理教育事业在社会各界的大力支持和关心下不断发展、日进日新;祝愿我国的经济建设在不断涌现的大批高层次的面向国际市场竞争、具备国际经营头脑的管理者的勉力经营下早日中兴。

赵纯钧 教授

清华大学经济管理学院

Preface

The purpose of this book is to prepare students to be managers. Concepts contained in this new edition reflect traditionally proven management concepts and are the basis for practical tools needed to solve management problems. Studying this book carefully will be of immense help in ensuring that your career as a manager will be both successful and personally rewarding.

Never in the past have management students had such a wealth of reported scholarly research along with experiences of practicing managers to provide insights for building organizational success. This text presents this research and experience clearly and succinctly as valuable knowledge necessary for accomplishing traditional management tasks. Timely management challenges related to such issues as diversity, ethics and social responsibility, the global arena, and information technology are prominently featured and integrated throughout. Additionally, examples of many different types of organizations are emphasized to give students insights regarding various industries. In sum, this book is carefully crafted to present valuable management concepts and important contemporary management challenges along with insights regarding ways to intellectualize both to ensure organizational success.

The 10th edition of the **Modern Management Learning Package**, this text plus its ancillaries, continues a recognized and distinctive tradition in management education that has extended nearly 25 years. This tradition is characterized by *thorough and current updating* along with *clear, concise, and pragmatic coverage*. In addition, this tradition is characterized by *cutting edge and innovative pedagogy* to enhance the student learning process. Only materials consistent with AACSB guidelines that contribute to the design and conduct of the highest-quality principles of management course are included in this package.

As in all previous editions, this current edition of the **Modern Management Learning Package** has focused on a single objective: *maximizing student learning of critical management concepts*. All revisions reflect instructor and student feedback regarding ways to refashion the package in order to further enhance student learning. Starting with the text, the following sections explain each major component of this revision.

NEW TO THIS EDITION

- **Chapter 1, “Modern Management: Skills for Success”** New for this edition, the chapter focuses on both classic and modern views of management skills necessary to be a successful manager. Updated coverage emphasizes new salary levels for the highest paid managers as well as the continuing salary gap between male and female managers.
- **Chapter 2, “Managing: History and Current Thinking”** A new focus on organizational analysis has been added.

- **Chapter 3, “Corporate Social Responsibility and Business Ethics”** For this edition, new emphasis focuses on constructing an ethical organization, skills necessary to be a Chief Ethics Officer, and the significance of the new Sarbanes-Oxley legislation.
- **Chapter 4, “Management and Diversity”** Updated coverage includes focus on the changing demographics of the United States population along with a discussion of fines paid by companies for non-compliance with EEOC legislation.
- **Chapter 5, “Managing in the Global Arena”** Updated information for this edition covers recent foreign direct investment in the U.S., as well as U.S. direct investment abroad. Updated focus has also been added on the European Union (EU), the Asian-Pacific Economic Cooperation (APEC), women in the global arena, and managing a multinational workforce.
- **Chapter 6, “Principles of Planning”** Added focus for this edition includes planning for an ethical and socially responsible workplace, as well as several steps that should be included in a pragmatic approach to planning.
- **Chapter 7, “Making Decisions”** New coverage includes risk in making international decisions and encouraging creativity in decision meetings.
- **Chapter 8, “Strategic Planning”** New emphasis for this edition includes coverage of using the Web to spot environmental trends and analyzing a business environment.
- **Chapter 9, “Plans and Planning Tools”** Added focus for this edition emphasizes organizational rules for using email and possible ingredients of a successful organizational forecasting effort.
- **Chapter 10, “Fundamentals of Organizing”** An added emphasis in this edition focuses on how to improve organizational structure.
- **Chapter 11, “Responsibility, Authority, and Delegation”** New focus aims at elaborating on the steps of successful delegation.
- **Chapter 12, “Managing Human Resources”** Special new focus emphasizes pragmatic ingredients of a worthwhile selection process as well as avoiding the possible image of discrimination that could result from a poor selection process.
- **Chapter 13, “Organizational Change and Stress”** New focus emphasizes determining what should be changed in an organization.
- **Chapter 14, “Influencing and Communication”** New coverage includes extended discussion of emotional intelligence as well as developing emotional intelligence in an international situation. Also, there is a new focus on possible ingredients of successful organizational communication.
- **Chapter 15, “Leadership”** New coverage for this edition includes discussion of servant leadership. New coverage also focuses on the importance of maintaining ethics as a leader and steps leaders might take to adequately structure follower behavior.
- **Chapter 16, “Motivation”** New edition coverage focuses on enriching the jobs of older workers as well as achievement motivation.
- **Chapter 17, “Groups, Teams, and Corporate Culture”** New edition coverage centers how to build corporate culture as well as how to build work teams.
- **Chapter 18, “Understanding People: Attitudes, Perception, and Learning”** New edition coverage illustrates surveying organization member attitudes to help build better organizations.

- **Chapter 19, “Encouraging Creativity and Innovation”** A new chapter in this edition. The chapter defines creativity and innovation and discusses their importance to organizational success. Total quality management is discussed as a source for creative and innovative ideas in organizations. Coverage focuses on using the Internet to encourage creative ideas, as well as the need for new ideas within the telecommunications industry.
- **Chapter 20, “Principles of Controlling”** New edition discussion focuses on how leaders can misuse power to cause organization members to disregard personal ethics, as well as practical steps that can be used to take corrective action.
- **Chapter 21, “Production and Control”** New edition coverage focuses on inventory control.
- **Chapter 22, “Information Technology”** This extensively revised chapter opens with a discussion of the essentials of information and then moves to a discussion of information technology. Establishing and managing information systems are thoroughly discussed. The chapter closes with discussion of management decision support systems and computer networks. Local Area Networks and the Internet are covered. Pragmatic discussion focuses on using information technology to help retain female employees, using databases to manage company pipelines in the utilities industry, and designing and implementing an effective information system. Interesting international coverage discusses using information technology to maintain coordination throughout the world.

MODERN MANAGEMENT: THE STUDENT LEARNING PROCESS

Students often ask professors to suggest the best way to study in order to maximize learning. As Figure 1 suggests, using the components of *Modern Management* in a conscientious and systematic fashion offers a powerful method for student study. As shown in Figure 1, students should focus both on learning management concepts and learning how to apply these concepts. They can systematically learn concepts by first reading a chapter and then reflecting on success in reaching the chapter opening learning objectives, responding to Margin Study Questions, responding to the Action Summary, and then referring back to chapter content as often as necessary to clarify thinking. Students focus on learning how to apply management concepts by performing assigned application exercises and still referring back to chapter content as often as necessary to further clarify concepts and how to apply them.

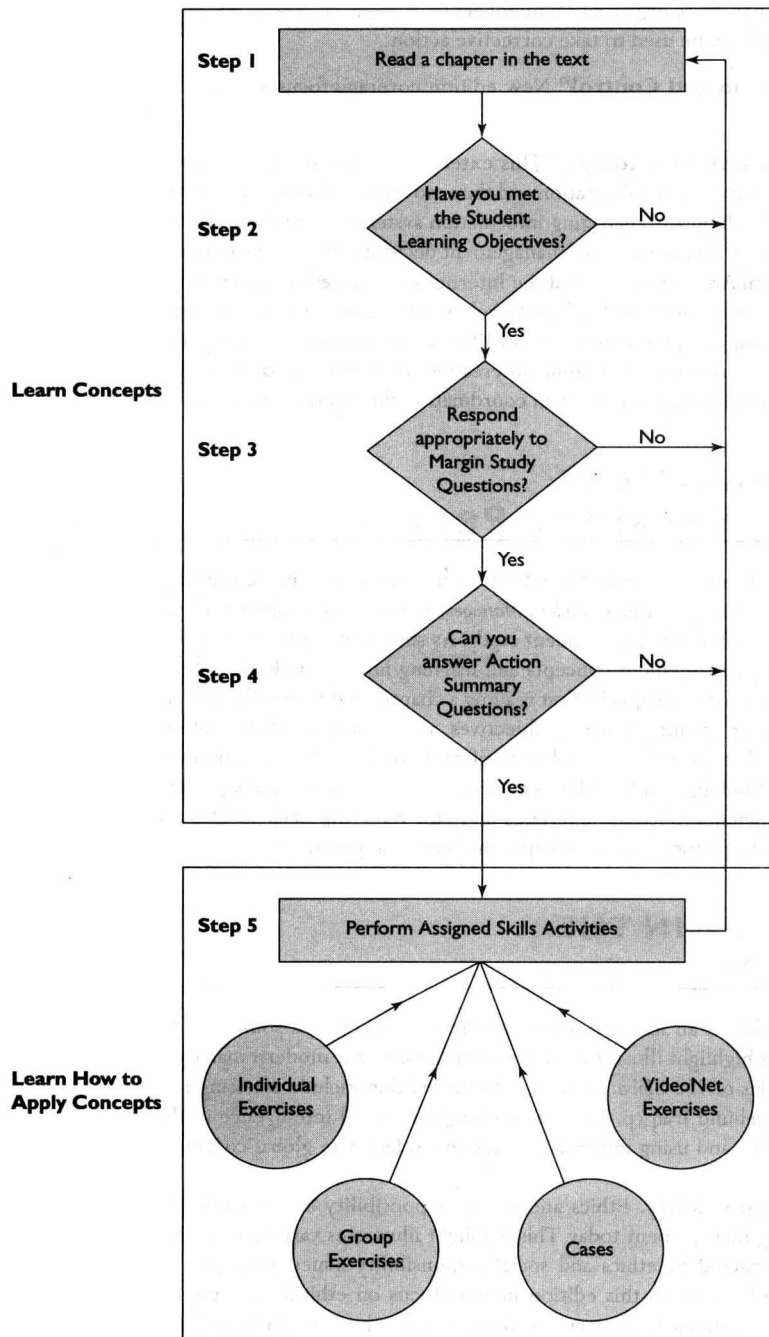
NEW PEDAGOGY IN THE TENTH EDITION

The Global Arena. Almost all modern organizations are impacted in some way by international issues. This highlight illustrates international issues that modern managers commonly face. Examples of *The Global Arena* new to this edition include assessing risk in the decision to help rebuild Iraq (p. 165), developing emotional intelligence in the United Kingdom (p. 329), and using information systems to facilitate global coordination (p. 540).

Ethics & Social Responsibility. Ethics and social responsibility are arguably the timeliest topics affecting management today. This highlight illustrates various ways that management can be impacted by ethics and social responsibility issues. Examples of *Ethics & Social Responsibility* new to this edition include focus on ethical planning (p. 136), discussion of the relationship between leadership and ethics (p. 353), and the potential impact of power on ethics (p. 492).

Information Today. Managing information appropriately is a prerequisite for management success. This highlight emphasizes major management issues in the quickly

Figure 1 A systematic method for maximizing learning when studying Modern Management



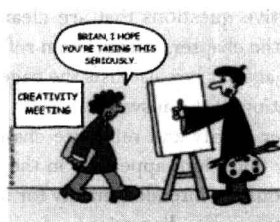
changing world of information technology. Samples of the *Information Today* feature new to this edition include using the Web in strategic planning (p. 181), establishing rules for the use of email (p. 208), and the Internet as a productivity tool (p. 503).

Management by Brian New to this edition, each chapter has a special new feature called *Management by Brian*. This feature is actually a running cartoon series throughout the book that follows a young manager named Brian. Each chapter focuses on a new issue in Brian's life as a manager. Students view a chapter cartoon and then read a brief note turning a humorous cartoon into a serious management learning point. *Management by Brian* is a cartoon series that has been specially commissioned for this book and carefully crafted as a pedagogic device to enhance student learning. For an example of *Management by Brian*, see (p. 461).

Management by Brian

Episode 19. The Creative One

In this episode, Brian seems to be poking fun at his manager's attempt to run a creativity meeting. Since creativity is the source of new ideas that lead to organizational innovations, Brian should be taking this meeting very seriously. This chapter makes the point that in addition to such creativity meetings, Brian's manager can encourage him to be more creative by using tactics like making Brian's job more challenging. Such added challenge will almost certainly nudge Brian into generating new ideas for rising to the added challenge. As you've just studied, other such tactics could include establishing Brian's worker autonomy and allowing him enough time to finish a job.



How the Pros Do It Most would agree that, in studying management, students should have the opportunity to reflect on concrete steps that practicing managers actually take to apply management concepts. Another specially designed new feature in each chapter, *How the Pros Do It*, provides students with such an opportunity. Examples of *How the Pros Do It* include applying innovation skill at Walt Disney Company (p. 464), improving communication at Wal-Mart (p. 338), and controlling inventory at J. C. Penney (p. 519).

How the Pros Do It

Comprehensive Management Analysis Skill at British Airways

The above discussion focuses on the comprehensive analysis of management. At British Airways, a well-known worldwide air carrier, management recently focused on improving organizational success based upon a comprehensive analysis of its management process. This airline, like many of its competitors, was dealing with its worst crisis ever. The crisis had been precipitated by a downturn in air travelers due to terrorism, a worldwide economic depression, and an international outbreak of Severe Acute Respiratory Syndrome (SARS). Faced with maintaining profitability as revenue was declining, British Airways management realized the need to rethink how it operated in order to survive. Reflecting on British Airways success in this area suggests that when comprehensively studying management, individual action should include ...

... evaluating the number of employees in the organization.

Every organization has an optimal number of employees needed to achieve organizational success. If the number of employees is below optimal, essential work is not being accomplished. If the number of employees is above optimal, employees will be paid for time spent during which there is no work to be done. Based upon its employee analysis, British Airways decided it had too many employees, discontinued 13,000 jobs, and, thereby planned to save \$731 million over a two-year period.

... evaluating purchasing processes used within the organization. Virtually all organizations buy some type of essential materials needed to do jobs. At British Airways, management found that many different people in the company were purchasing materials independently. Management also found that several different purchasing software

packages were being used, often causing confusion. Based upon its analysis, British Airways centralized the purchasing process and required the use of a standard software package for all purchases. From these two steps, the company expected to save \$650 million over three years.



Two British Airways stewardesses host a reception for preferred customers.

... evaluating how work is divided within the organization. In this situation, division of work relates to how a major task is broken into smaller subtasks. For example, British Airways analyzed very carefully the subtasks involved in readying an aircraft for a takeoff after a landing. Subtasks like cleaning, unloading, and loading were analyzed. Through efficiency improvements in the performance of these subtasks, British Airways planned to significantly lessen the amount of time necessary for an airplane to land and take off.

... considering the number of products in the product

line. Offering customers more product choices than necessary can create unneeded cost in organizations. Employees can spend much time presenting unneeded product choices to customers and buying decisions can be delayed significantly as customers evaluate extra product alternatives. As a result of its analysis, British Airways eliminated several unneeded flights and thereby planned to save employee time, accelerate the buying decision, and lessen technical problems behind the scenes.

Overall, comprehensively analyzing management process can enhance organizational success. Management practices at British Airways provide practical insights in how to perform such an analysis.

MANAGEMENT SKILLS PORTFOLIO

For this edition, end-of-chapter pedagogy has been extensively revamped and presented as a comprehensive *Management Skills Portfolio*. Activities contained in a *Management Skills Portfolio* reflect the premise that sound management abilities are based on an understanding of management concepts and the ability to apply those concepts to various management situations. Each *Management Skills Portfolio* is divided into the following two sections:

SECTION ONE: UNDERSTANDING MANAGEMENT CONCEPTS

This first section of the *Management Skills Portfolio* is built around an Action Summary. An Action Summary is an action-oriented chapter summary that allows students to respond to several objective questions that are clearly linked to the learning objectives stated at the beginning of the chapter. Students can refer to the Action Summary Appendix to check their answers. This answer key also lists the pages in the chapter that the students can reference for a full explanation of the answers.

To further clarify and reinforce chapter learning, students are directed to react to all Margin Study Questions appearing in the margins throughout the chapter. Although Margin Study Questions are intended mainly for independent learning, they can also serve as a vehicle for generating class discussion.

SECTION TWO: APPLYING MANAGEMENT CONCEPTS

This second section of the *Management Skills Portfolio* focuses on helping students to acquire ability to use management concepts to solve management problems. This section has three main parts: Cases, Skills Exercises, and VideoNet Exercises, all aimed at helping students to develop the ability to apply management concepts.

Cases—At the end of each chapter, this section contains two cases. The first case is actually further reflection on the introductory case in the chapter via guided discussion questions. The second case is a completely new case for student analysis. These new cases include: “Creative Solutions at Hormel Foods” (pp. 475–480), “The Core of Innovation at Apple Computer” (pp. 476–477), “Making Changes Without the Right Information at Coca-Cola?” (p. 561), and “Technology Helps Nike Race Toward Higher Performance” (pp. 561–562). Each new case is followed by a set of questions intended to guide student thought and discussion.

Skills Exercises—Skills Exercises are a new feature in this edition. The purpose of Skills Exercises is to help students acquire the abilities to meet a wide array of important management challenges. Four exercises appear at the end of every chapter; two are designed to be performed by groups of students while two are intended to be performed by individual students. Although the exercises were crafted primarily for in-class use, they can easily be adapted for out-of-class use. Examples of Skills Exercises include “Deciding as a Leader” (pp. 375–376), “Enriching Jobs” (p. 400), “Building Systems to Encourage Creative Ideas” (p. 475), and “Building Corporate Culture” (p. 427).

VideoNet Exercises—The *Management Skills Portfolio* in each chapter contains a new, dynamic learning vehicle called a VideoNet Exercise. The *Video* part of the exercise entails an instructor showing a short video based upon a real management situation in a real organization. The text contains a brief segment that allows students to preview and/or review the video segment. Discussion question relating to the video serve as a vehicle for generating guided classroom discussion or independent student thought. The *Net* part of the exercise sends students to the actual home page of the company featured in the video and instructs them to perform an Internet-related learning activity that further illustrates chapter concepts. “Deploy Solutions Helps Companies Find the Right People” (p. 296) is an example of a VideoNet Exercise.

REVISED AND IMPROVED PEDAGOGY

Diversity Counts. This highlight illustrates the importance of managing diversity in organizations. Examples of the *Diversity Counts* feature new to this edition include focus on women employees at Prudential Financial (p. 113), fighting the image of discrimination at the National Football League (p. 282), and enriching the jobs of older workers (p. 394).

Across Industries. A thorough understanding of management should focus on applying management principles to organizations in industries of all types. The purpose of this feature is to ensure that students get a full, rich understanding of how management can be applied to many different industrial situations. New situations presented in *Across Industries* in this edition include building corporate culture in the airlines industry (p. 424), product development in the telecommunication industry (p. 462), and using databases in the utilities industry (p. 552).

ADDITIONAL TEACHING MATERIALS

INSTRUCTOR'S RESOURCE CENTER AVAILABLE ONLINE OR ON CD-ROM

The Instructor's Resource Center, available on CD and at www.prenhall.com, provides presentation and other classroom resources. Instructors can collect the materials, edit them to create powerful class lectures, and upload them to an online course management system. Using the Instructor's Resource Center on CD-ROM instructors can easily create custom presentations. Instructors can select a chapter from the table of contents to see a list of available resources or simply search by keyword. Desired files can be exported to the instructor's hard drive for use in classroom presentations, and online courses.

With the Instructor's Resource Center, you will find the following faculty resources:

- **PowerPoints** A comprehensive package allowing access to the figures of the text, these PowerPoint presentations are designed to aid the educator and supplement in-class lectures.
- **TestGen Test-Generating Software** The printed test bank contains approximately 100 questions per chapter including multiple choice, true/false, and scenario-based questions. (*Print version also available*)
- **Instructor's Manual** Designed to guide the educator through the text, each chapter in the Instructor's Manual contains a brief summary, brief chapter outline, detailed lecture outline, suggested answers and solutions to questions in the text, a comprehensive video guide with discussion questions based on and supporting individual and group activities. (*Print version also available*)

COMPANION WEB SITE

The text Web site www.prenhall.com/certo features an Online Study Guide that includes chapter review material and exercises. Also posted are student PowerPoints, which are available for review or can be conveniently printed for in-class note taking.

Acknowledgments

The outstanding success of the *Modern Management Learning Package* has now continued for over twenty-five years. This package has become a generally accepted academic standard for high-quality learning materials in colleges and universities throughout the world. These materials have been published in special “country editions,” serving the special needs of management students in countries like Canada and India. *Modern Management* has also been published in foreign languages including Portuguese and Spanish and is commonly used in professional management training programs.

Although we have received much personal satisfaction and professional recognition for the success of this text over the years, considerable credit for this success continues to rightfully belong to the involvement and valuable contributions of many respected colleagues. We’re grateful for the opportunity to recognize the contributions of these individuals and extend to them our warmest personal gratitude for their professional insights and encouragement throughout the life of this project.

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