

THOMSON

达夫特

(美) Richard L. Daft 著

Organization Theory and Design

Ninth Edition

组织理论与设计 第9版 (英文版)



清华大学出版社

THOMSON

本书是一部畅销数十年,系统反映国际上组织理论与设计最新成果的经典教科书,自出版以来已连续修订了8次,深受管理学和组织理论教师、研究人员和MBA学生的喜爱。世界各国的许多著名商学院,都将本书列为组织理论的必修课教材或MBA的指定参考书。

本书从对现实社会中各类组织的观察和分析入手,以理论与实践密切结合的方式,通过对组织的结构设计及相关影响因素进行由浅入深、循序渐进、生动有趣和富有逻辑的介绍和阐述,使读者对西方组织理论的概貌、组织模式的历史演变与最新发展,以及组织设计的实务和方法等方面,获得一个真正“组织学”角度的框架性认识。

本书不仅是对“组织”的一种宏观考察,具有独到的研究角度和理论体系,同时又与考察微观层面的组织行为学构成重要的互补关系。

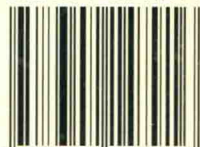
本书的读者对象十分广泛,不仅适合作为管理专业高年级本科生、研究生、MBA学生的教材,以及商学院中教授管理学、组织理论的教师、研究人员和自学者的最佳参考书,同时还可供各类企业中高层管理者作为培训教材使用。

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<http://www.thomsonlearningasia.com>

For sale and distribution in the People's Republic of China exclusively (except Taiwan, Hong Kong SAR, and Macao SAR)

ISBN 978-7-302-14791-6



9 787302 147916 >

定价: 56.00元

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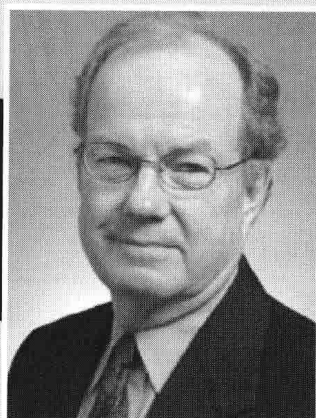
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理查德·L.达夫特

(美) Richard L. Daft 著

组织理论与设计



第9版
(英文版)

清华大学出版社
北京

Organization Theory and Design, 9th ed.

Richard L. Daft

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图书在版编目(CIP)数据

组织理论与设计:第9版. 英文版/(美)达夫特(Daft, R. L.)著. —北京:清华大学出版社,2007. 4

书名原文:Organization Theory and Design

ISBN 978-7-302-14791-6

I. 组… II. 达… III. 组织管理学-英文 IV. C936

中国版本图书馆 CIP 数据核字(2007)第 027947 号

责任编辑:梁云慈

封面设计:灵智工作室

责任印制:何 芊

出版发行:清华大学出版社

<http://www.tup.com.cn>

c-service@tup.tsinghua.edu.cn

社总机:010-62770175

投稿咨询:010-62772015

地 址:北京清华大学学研大厦 A 座

邮 编:100084

邮购热线:010-62786544

客户服务:010-62776969

印 刷 者:北京鑫丰华彩印有限公司

装 订 者:三河市李旗庄少明装订厂

经 销:全国新华书店

开 本:203×252 印 张:34.75

插 页:2

版 次:2007 年 4 月第 1 版

印 次:2007 年 4 月第 1 次印刷

印 数:1~4000

定 价:56.00 元

本书如存在文字不清、漏印、缺页、倒页、脱页等印装质量问题,请与清华大学出版社出版部联系调换。联系电话:010-62770177 转 3103 产品编号:023832-01

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本书是美国管理界知名学者达夫特的力作,迄今已再版至第9版。本书作为一本系统反映国际上组织理论与设计最新成果的经典教科书,深受管理学和组织理论教师、研究人员和MBA学生的喜爱,被世界著名商学院列为组织理论课程的教材或MBA学生的指定参考书。本书的中文翻译版也将由我社出版。

感谢汤姆森学习出版集团对清华大学出版社独家授予本书的影印版版权,使我们能够将这本深受读者喜爱的教科书原汁原味地奉献给更多的中国读者,使读者既能够轻松地学习组织理论,又能感受达夫特教授的语言魅力。在本书的审阅过程中,我们得到了中国人民大学王凤彬老师和刘松博老师的热心帮助和支持,在此表示感谢!

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。

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2007.2

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Preface

My vision for the Ninth Edition of *Organization Theory and Design* is to integrate contemporary problems about organization design with classic ideas and theories in a way that is interesting and enjoyable for students. Significant changes in this edition include updates to every chapter that incorporate the most recent ideas, new case examples, new book reviews, new end-of-chapter cases, and new end-of-book integrative cases. The research and theories in the field of organization studies are rich and insightful and will help students and managers understand their organizational world and solve real-life problems. My mission is to combine the concepts and models from organizational theory with changing events in the real world to provide the most up-to-date view of organization design available.

Distinguishing Features of the Ninth Edition

Many students in a typical organization theory course do not have extensive work experience, especially at the middle and upper levels, where organization theory is most applicable. To engage students in the world of organizations, the Ninth Edition adds and expands significant features: Leading by Design boxes with current examples of companies that are successfully using organization design concepts to compete in today's complex and uncertain business world, student experiential activities that engage students in applying chapter concepts, new Book Marks, new In Practice examples, and new end-of-chapter and integrative cases for student analysis. The total set of features substantially expands and improves the book's content and accessibility. These multiple pedagogical devices are used to enhance student involvement in text materials.

Leading by Design The Leading by Design features describe companies that have undergone a major shift in organization design, strategic direction, values, or culture as they strive to be more competitive in today's turbulent global environment. Many of these companies are applying new design ideas such as network organizing, e-business, or temporary systems for flexibility and innovation. The Leading by Design examples illustrate company transformations toward knowledge sharing, empowerment of employees, new structures, new cultures, the breaking down of barriers between departments and organizations, and the joining together of employees in a common mission. Examples of Leading by Design organizations include Wegmans Supermarkets, Google, The Salvation Army, JetBlue, Corrugated Supplies, Shazam, the Rolling Stones, and Dell Computer.

Book Marks Book Marks, a unique feature of this text, are book reviews that reflect current issues of concern for managers working in real-life organizations. These reviews describe the varied ways companies are dealing with the challenges of today's changing environment. New Book Marks in the Ninth Edition include *The Future of Work: How the New Order of Business Will Shape Your Organization, Your Management Style, and Your Life*; *Execution: The Discipline of Getting Things Done*; *What Really Works: The 4 + 2 Formula for Sustained Business Success*; *Blink: The Power of Thinking without Thinking*; *The Company: A Short History of a Revolutionary Idea*; and *Confronting Reality: Doing What Matters to Get Things Right*.

New Case Examples This edition contains many new examples to illustrate theoretical concepts. Many examples are international, and all are based on real organizations. New chapter opening cases for the Ninth Edition include Gruner + Jahr, International Truck and Engine Company, Morgan Stanley, Ford Motor Company, Boots Company PLC, Maytag, Toyota, and American Axle & Manufacturing. New In Practice cases used within chapters to illustrate specific concepts include TiVo Inc., General Electric, J.C. Penney, Genentech, Ryanair, Charles Schwab and Company, Nike, Verizon Communications, eBay, Tyco International, Sony, and the Federal Bureau of Investigation.

A Look Inside This feature introduces each chapter with a relevant and interesting organizational example. Many examples are international, and all are based on real organizations. New cases include Boots Company PLC, International Truck and Engine Company, Gruner + Jahr, Morgan Stanley, Toyota, and American Axle & Manufacturing.

In Practice These cases also illustrate theoretical concepts in organizational settings. New In Practice cases used within chapters to illustrate specific concepts include J.C. Penney, Charles Schwab and Company, eBay, the Federal Bureau of Investigation, Ryanair, Chevrolet, Genentech, Tyco International, and Sony.

Manager's Briefcase Located in the chapter margins, this feature tells students how to use concepts to analyze cases and manage organizations.

Text Exhibits Frequent exhibits are used to help students visualize organizational relationships, and the artwork has been redone to communicate concepts more clearly.

Summary and Interpretation The summary and interpretation section tells students how the chapter points are important in the broader context of organizational theory.

Case for Analysis These cases are tailored to chapter concepts and provide a vehicle for student analysis and discussion.

Integrative Cases The integrative cases at the end of the text are positioned to encourage student discussion and involvement. These cases include Royce Consulting; Custom Chip, Inc.; W. L. Gore & Associates, Inc.; XEL Communications, Inc.; Empire Plastics; The Audubon Zoo; Moss Adams, LLP; and Littleton Manufacturing.



New Concepts

Many concepts have been added or expanded in this edition. New material has been added on culture, learning, and performance; virtual network organization structures; applying ethics to create socially responsible organizations; outsourcing; lean manufacturing; customer relationship management; political tactics for increasing and using manager power; applying business intelligence; and the use of global coordination mechanisms for transferring knowledge and innovation. Many ideas are aimed at helping students learn to design organizations for an environment characterized by uncertainty; a renewed emphasis on ethics and social responsibility; and the need for a speedy response to change, crises, or shifting customer expectations. In addition, coping with the complexity of today's global environment is explored thoroughly in Chapter 6.



Chapter Organization

Each chapter is highly focused and is organized into a logical framework. Many organization theory textbooks treat material in sequential fashion, such as "Here's View A, Here's View B, Here's View C," and so on. *Organization Theory and Design* shows how they apply in organizations. Moreover, each chapter sticks to the essential point. Students are not introduced to extraneous material or confusing methodological squabbles that occur among organizational researchers. The body of research in most areas points to a major trend, which is reported here. Several chapters develop a framework that organizes major ideas into an overall scheme.

This book has been extensively tested on students. Feedback from students and faculty members has been used in the revision. The combination of organization theory concepts, book reviews, examples of leading organizations, case illustrations, experiential exercises, and other teaching devices is designed to meet student learning needs, and students have responded favorably.



Supplements

Instructor's Manual with Test Bank (ISBN: 0-324-40543-X) The Instructor's Manual contains chapter overviews, chapter outlines, lecture enhancements, discussion questions, discussion of workbook activities, discussion of chapter cases, Internet activities, case notes for integrative cases, and a guide to the videos available for use with the text. The Test Bank consists of multiple choice, true/false, and short answer questions.

PowerPoint Lecture Presentation Available on the Instructor's Resource CD-ROM and the Web site, the PowerPoint Lecture Presentation enables instructors to customize their own multimedia classroom presentations. Prepared in conjunction with the text and instructor's resource guide, the package contains approximately 150 slides. It includes figures and tables from the text, as well as outside materials to supplement chapter concepts. Material is organized by chapter and can be modified or expanded for individual classroom use. PowerPoints are also easily printed to create customized transparency masters.

ExamView A computerized version of the Test Bank is available upon request. ExamView contains all of the questions in the printed test bank. This program is easy-to-use test creation software compatible with Microsoft Windows. Instructors can add or edit questions, instructions, and answers and can select questions (randomly or numerically) by previewing them on the screen. Instructors can also create and administer quizzes online, whether over the Internet, a local area network (LAN), or a wide area network (WAN).

Instructor's Resource CD-ROM (ISBN: 0-324-40579-0) Key instructor ancillaries (Instructor's Manual, Test Bank, ExamView, and PowerPoint slides) are provided on CD-ROM, giving instructors the ultimate tool for customizing lectures and presentations.

WebTutor™ Toolbox (0-324-43106-6 on WebCT or 0-324-43109-0 on BlackBoard) WebTutor is an interactive, Web-based student supplement on WebCT and/or BlackBoard that harnesses the power of the Internet to deliver innovative learning aids that actively engage students. The instructor can incorporate WebTutor as an integral part of the course, or the students can use it on their own as a study guide.

Web Site (<http://daft.swlearning.com>) The Daft Web site is a comprehensive, resource-rich location for both instructors and students to find pertinent information. The Instructor Resources section contains an Instructor's Manual download, Test Bank download, PowerPoint download, and case material.

Experiential Exercises in Organization Theory and Design, Second Edition By H. Eugene Baker III and Steven K. Paulson of the University of North Florida

Tailored to the Table of Contents in Daft's *Organization Theory and Design*, Ninth Edition, the core purpose of *Experiential Exercises in Organization Theory and Design* is to provide courses in organizational theory with a set of classroom exercises that will help students better understand and internalize the basic principles of the course. The chapters of the book cover the most basic and widely covered concepts in the field. Each chapter focuses on a central topic, such as organizational power, production technology, or organizational culture, and provides all necessary materials to fully participate in three different exercises. Some exercises are intended to be completed by individuals, others in groups, and still others can be used either way. The exercises range from instrumentation-based and assessment questionnaires to actual creative production activities.

Acknowledgments

Textbook writing is a team enterprise. The Ninth Edition has integrated ideas and hard work from many people to whom I am grateful. Reviewers and focus group participants made an especially important contribution. They praised many features, were critical of things that didn't work well, and offered valuable suggestions.

David Ackerman
University of Alaska, Southeast

Suzanne Clinton
Cameron University

Michael Bourke
Houston Baptist University

Jo Anne Duffy
Sam Houston State University

Cheryl Duvall
Mercer University

Patricia Feltes
Missouri State University

Robert Girling
Sonoma State University

John A. Gould
University of Maryland

Ralph Hanke
Pennsylvania State University

Bruce J. Hanson
Pepperdine University

Guiseppe Labianca
Tulane University

Jane Lemaster
University of Texas–Pan American

Steven Maranville
University of Saint Thomas

Rick Martinez
Baylor University

Janet Near
Indiana University

Julie Newcomer
Texas Woman's University

Asbjorn Osland
George Fox University

Laynie Pizzolatto
Nicholls State University

Samantha Rice
Abilene Christian University

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Among my professional colleagues, I am grateful to my friends and colleagues at Vanderbilt's Owen School—Bruce Barry, Ray Friedman, Neta Moye, Rich Oliver, David Owens, and Bart Victor—for their intellectual stimulation and feedback. I also owe a special debt to Dean Jim Bradford and Senior Associate Dean Joe Blackburn for providing the time and resources for me to stay current on the organization design literature and develop the revisions for the text.

I want to extend special thanks for my editorial associate, Pat Lane. She skillfully drafted materials on a variety of topics and special features, found resources, and did an outstanding job with the copyedited manuscript and page proofs. Pat's personal enthusiasm and care for the content of this text enabled the Ninth Edition to continue its high level of excellence.

The team at South-Western also deserves special mention. Joe Sabatino did a great job of designing the project and offering ideas for improvement. Emma Guttler was superb as Developmental Editor, keeping the people and project on schedule while solving problems creatively and quickly. Cliff Kallemeyn, Production Editor, provided superb project coordination and used his creativity and management skills to facilitate the book's on-time completion.

Finally, I want to acknowledge the love and contributions of my wife, Dorothy Marcic. Dorothy has been very supportive of my textbook projects and has created

an environment in which we can grow together. She helped the book take a giant step forward with her creation of the Workbook and Workshop student exercises. Perhaps best of all, Dorothy lets me practice applying organization design ideas as co-producer of her theatrical productions. I also want to acknowledge the love and support of my daughters, Danielle, Amy, Roxanne, Solange, and Elizabeth, who make my life special during our precious time together.

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