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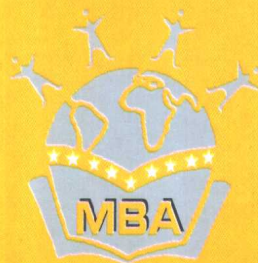
管理学基础

Stephen P. Robbins
David A. DeCenzo / 著

第 **3** 版

Fundamentals of
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光华 MBA 项目旨在为那些有才华的学员提供国际水准的管理教育,为工商界培养熟悉现代管理理念、原理和技巧的高级经营管理人才,使我们的 MBA 项目成为企业发展致富之源,为学员创造迅速成长和充分发挥优势的条件和机会。

为了适应现代人才需求模式和建立中国的一流商学院,北京大学光华管理学院正在推出国际 MBA“双语双学位”培养方案;同时,为了配合北大 MBA 教育工作的展开,光华管理学院与北大出版社联合推出本套《当代全美 MBA 经典教材书系(英文原版)》,并向国内各兄弟院校及工商界人士推荐本套丛书。相信我们这些尝试将会得到社会的支持。而社会对我们的支持,一定会使光华 MBA 项目越办越好,越办越有特色。

北京大学光华管理学院院长

陈以寿

Preface

Welcome to the third edition of *Fundamentals of Management*. In the first two editions of this book, we said we thought there was a market for a “different” kind of management textbook. Not different just for the sake of being different but a book that was truly reflective of the contemporary trends in management and organizations. To us, that meant a book that focused on the foundations of management—covering the essential concepts in management, providing a sound foundation for understanding the key issues, offering a strong practical focus, and yet also covering the latest research studies in the field. It should also be able to be completed in a one-term course. In essence, we wanted to create a book that provided significant value both in relevance and cost to its readers. We believe our first two editions fulfilled these goals. We think this revision continues this tradition.

We use this preface to address three critical questions:

- 1 What assumptions guided the development of this book?
- 2 What’s new in this revision?
- 3 How does the book encourage learning?

What Were Our Assumptions in Writing This Book?

Every author who sits down to write a book has a set of assumptions—either explicit or implicit—that guide what is included and what is excluded. We want to state ours up front.

Management is an exciting field. The subject matter encompassed in an introductory management text is inherently exciting. We’re talking about the real world. We’re talking about why Amazon.com is revolutionizing the book-selling industry; how SiloCaf, a coffee bean-processing plant, uses sophisticated technologically based controls to enhance productivity and ensure consistent quality in their work; why companies like London Fog are struggling to survive; how teams at Hewlett-Packard redesigned a production process, cut waste, controlled costs, and increased productivity; and what techniques can make a university more efficient and responsive to its students. A good management text should capture this excitement. How? Through a crisp and conversational writing style, elimination of nonessential details, a focus on issues that are relevant to the reader, and inclusion of examples and visual stimuli to make concepts come alive.

It’s our belief that management shouldn’t be studied solely from the perspective of “top management,” “billion-dollar companies,” or “U.S. corporations.” The subject matter in management encompasses everyone from the lowest supervisor to the chief executive officer. The content should give as much attention to the challenges and opportunities in supervising a staff of 15, some of whom may be telecommuting, as those in directing a staff of MBA-educated vice presidents. Similarly, not everyone wants to work for a Fortune 500 company. Readers who are interested in working in small businesses, entrepreneurial ventures, or not-for-profit organizations should find the descriptions of management concepts applicable to their needs. Finally, organizations operate today in a global village. Readers must understand how to adjust their practices to reflect differing cultures. Our book addresses each of these concerns.

Before we committed anything to paper and included it in this book, we made sure it met our “so what?” test. Why would someone need to know this fact? If the relevance isn’t overtly clear, either the item should be omitted or its relevance should be directly explained. In addition, content must be timely. We live in dynamic times. Changes are taking place at an unprecedented pace. A textbook in a dynamic field such as management must reflect this fact by including the latest concepts and practices. Our does!

This book is organized around the four traditional functions of management—planning, organizing, leading, and controlling. It is supplemented with material that addresses current issues affecting managers. For example, we take the reader through Managing in Today’s World (Chapter 2), Understanding Work Teams (Chapter 9), and Leadership and Trust (Chapter 11). We also integrate throughout the text such contemporary topics as work process engineering, empowerment, diversity, and continuous improvements. There are a total of 14 chapters, plus 3 modules that describe the evolution of management thought, focus on popular quantitative techniques used in business today, and provide some special information to students regarding how to build their management careers.

Fundamentals of Management, third edition, is lean and focused. To get down to 14 chapters, we had to make some difficult decisions regarding the cutting and reshaping of material. We were assisted in this process by feedback from previous users. The result, we believe, is a text that identifies the essential elements students need in an introductory management course.

What’s New in This Third Edition?

Several features and content topics have been added or expanded in this revision.

New and relevant topics We continue to present material that is current and relevant. These include:

- Management competencies (Chapter 1)
- Knowledge workers (Chapter 2)
- Electronic commerce and e-business (Chapter 2)
- Six sigma (Chapter 3)
- Labor–management cooperation (Chapter 6)
- Workplace violence (Chapter 6)
- Internet job searches (Career Module)
- Internships (Career Module)
- Emotional intelligence (Chapter 8)
- Motivating professionals (Chapter 10)
- Visionary leadership (Chapter 11)
- Building Trust (Chapter 11)
- Team leadership (Chapter 11)
- Technology transfer (Chapter 14)
- Supply chain management (Chapter 14)
- Project management (Chapter 14)

A skill-focused approach It’s not enough to know about management. Today’s students want the skills to succeed in management. So we expanded on our skill component in this edition. You’ll see this in the Management Workshop at the end of each chapter.

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One



Managers and Management

LEARNING OUTCOMES After reading this chapter, I will be able to:

- 1 Describe the difference between managers and operative employees.
- 2 Explain what is meant by the term *management*.
- 3 Differentiate between efficiency and effectiveness.
- 4 Describe the four primary processes of management.
- 5 Classify the three levels of managers and identify the primary responsibility of each group.
- 6 Summarize the essential roles performed by managers.
- 7 Discuss whether the manager's job is generic.
- 8 Describe the four general skills necessary for becoming a successful manager.
- 9 Describe the value of studying management.
- 10 Identify the relevance of popular humanities and social science courses to management practices.