

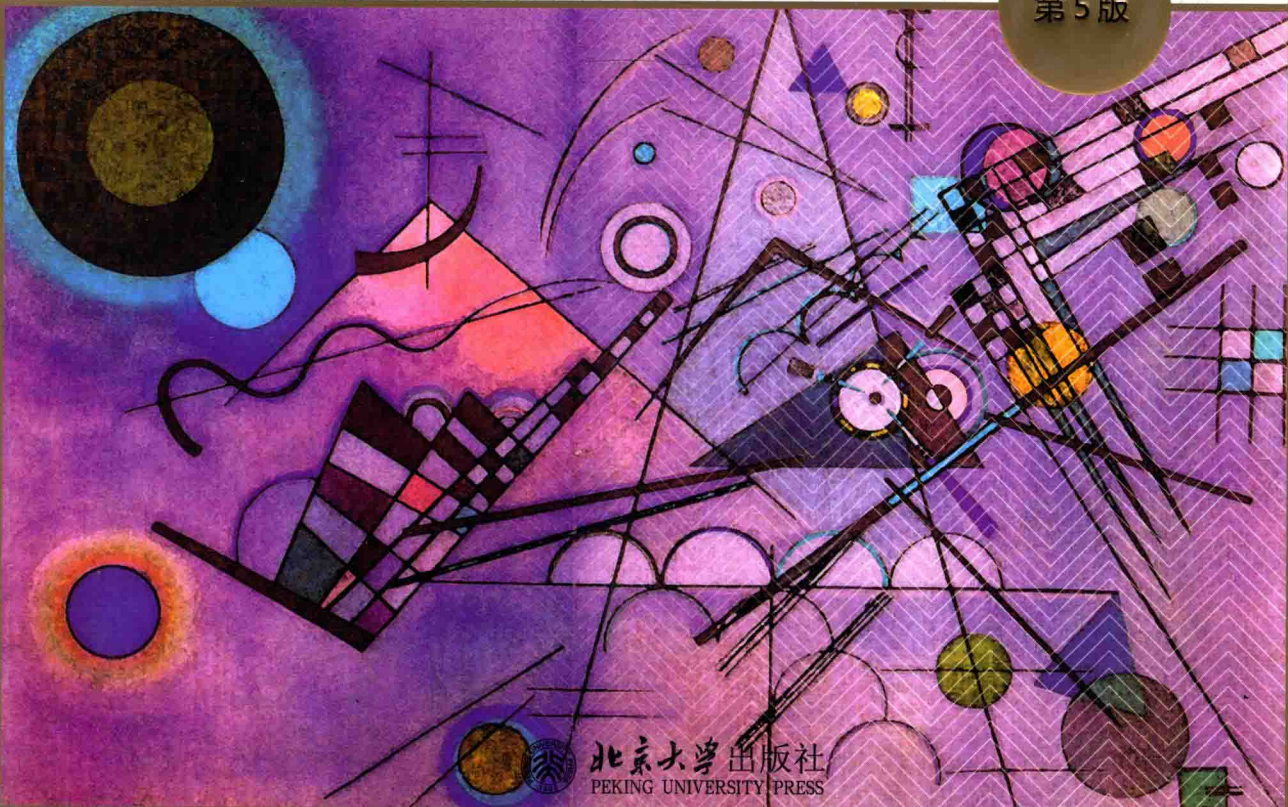
管理沟通

策略与应用

MANAGERIAL COMMUNICATION
STRATEGIES AND APPLICATIONS

5E

第5版



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管理沟通

策略与应用

5E MANAGERIAL COMMUNICATION
STRATEGIES AND APPLICATIONS

[美] 杰拉尔丁·E. 海因斯 (Geraldine E. Hynes) 著

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出版者序

作为一家致力于出版和传承经典、与国际接轨的大学出版社,北京大学出版社历来重视国际经典教材,尤其是经管类经典教材的引进和出版。自2003年起,我们与圣智、培生、麦格劳-希尔、约翰-威利等国际著名教育出版机构合作,精选并引进了一大批经济管理类的国际优秀教材。其中,很多图书已经改版多次,得到了广大读者的认可和好评,成为国内市面上的经典。例如,我们引进的世界上最流行的经济学教科书——曼昆的《经济学原理》,已经成为国内最受欢迎、使用面最广的经济学经典教材。

呈现在您面前的这套“引进版精选教材”,是主要面向国内经济管理类专业本科生、研究生的教材系列。经过多年的沉淀和累积、吐故和纳新,本丛书在各方面正逐步趋于完善:在学科范围上,扩展为“经济学精选教材”“金融学精选教材”“国际商务精选教材”“管理学精选教材”“会计学精选教材”“营销学精选教材”“人力资源管理精选教材”七个子系列;在课程类型上,基本涵盖了经管类各专业的主修课程,并延伸到不少国内缺乏教材的前沿和分支领域;即便针对同一门课程,也有多本教材并延伸到国内缺乏教材的前沿和分支领域;即便针对同一门课程,也有多本教材入选,或难易程度不同,或理论和实践各有侧重,从而为师生提供了更多的选择。同时,我们在出版形式上也进行了一些探索和创新。例如,为了满足国内双语教学的需要,我们改变了部分影印版图书之前的单纯影印形式,而是在此基础上,由资深授课教师根据该课程的重点,添加重要术语和重要结论的中文注释,使之成为双语注释版。此次,我们更新了丛书的封面和开本,将其以全新的面貌呈现给广大读者。希望这些内容和形式上的改进,能够为教师授课和学生学习提供便利。

在本丛书的出版过程中,我们得到了国际教育出版机构同行们在版权方面的协助和教辅材料方面的支持。国内诸多著名高校的专家学者、一线教师,更是在繁重的

教学和科研任务之余,为我们承担了图书的推荐、评审和翻译工作;正是每一位推荐者和评审者的国际化视野和专业眼光,汇集了各学科的前测和经典;正是每一位译者的全心投入和细致校译,保证了经典内容的准确传达和最佳表现。此外,来自广大读者的反馈既是对我们莫大的肯定和鼓舞,也总能让我们找到提升的空间。本丛书凝聚了上述各方的心血和智慧,在此,谨对他们的热忱帮助和卓越贡献深表谢意!

“千淘万漉虽辛苦,吹尽狂沙始到金”。在图书市场竞争日趋激烈的今天,北京大学出版社始终秉承“教材优先,学术为本”的宗旨,把精品教材的建设作为一项长期的事业。尽管其中会有探索,有坚持,有舍弃,但我们深信,经典必将长远传承,并历久弥新。我们的事业也需要您的热情参与!在此,诚邀各位专家学者和一线教师为我们推荐优秀的经济管理图书(em@pup.cn),并期待来自广大读者的批评和建议。您的需要始终是我们为之努力的目标方向,您的支持是激励我们不断前行的动力源泉!让我们共同引进经典,传播智慧,为提升中国经济管理教育的国际化水平做出贡献!

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关于本书

适用对象

本书适合作为本科生的管理沟通、商务管理工商管理等专业相关课程的教材,也可作为希望提升自身沟通能力的读者的自学用书。

内容简介

本书主要介绍了管理人员需要具备的沟通技能与策略。比如,如何进行工作面试、如何通过非语言行为察觉出欺骗、如何谈判、如何协调冲突、如何根据沟通受众及目的选择最佳的沟通渠道。书中囊括了当前的热点问题,同时兼顾口头与书面两种沟通技巧的介绍。

主要特色

- 采用策略式方法
- 具有坚实的研究基础
- 对当代话题的广泛涉猎
- 兼顾口头和书面两种沟通方式
- 着重介绍管理层人员而非初级人员的沟通问题

本版更新

• 更新了第 1、2、7、8 章中的关于沟通角色、管理写作、倾听与非语言沟通部分的内容,以适应当代管理沟通情境的改变。

• 对第 3 章(技术辅助沟通)、第 4 章(当代管理写作)、第 5 章(常规信息)、第 6 章(管理报告和提案)、第 9 章(跨文化管理沟通)、第 10 章(冲突管理)、第 11 章(管理谈判)、第 12 章(面谈)、第 13 章(管理会议和团队)和第 14 章(发表正式演讲)做了很多重要改变。

• 增加了附录。附录中的 10 篇文章都是对新兴技术的最新研究,每篇文章描写了一种不同的技术以及在美国商务中的应用。这些文章均由作者指导的萨姆休斯顿州立大学商务研究生撰写,在每篇文章最后列出了参考书目和供课堂讨论的话题。

教辅资源

- 测试题库
- 视频片段、商务文件模板
- 教学 PPT

教师请填写并反馈本书最后的《教师反馈表》,以免获得相关教服资源。

Above the Author

To Jim, who has been my center for more than 40 years.

About the Author

Geraldine E. Hynes, Ph.D.

is Associate Professor in the College of Business Administration, Sam Houston State University, Huntsville, Texas, USA. She has taught business and managerial communication at both the undergraduate and graduate levels since 1988. She is also a communication consultant and contract trainer for business, government, and nonprofit organizations. Her award-winning research has been published in scholarly journals and books in several countries. She serves her professional association, the Association for Business Communication, as a board member and officer, with a term as President in 2010.

Preface to the Fifth Edition

The roots of this textbook extend back to 1984, when John Wiley and Sons published *Managerial Communication: A Strategic Approach*, by Larry Smeltzer and John Waltman. Their practical, results-oriented examination of managerial communication was groundbreaking at the time. In the Preface, they stated the book's objective: "to develop managers who communicate in a creative manner by understanding and strategically applying appropriate concepts." That objective is still valid.

A second edition added Don Leonard as third author in 1991. I adopted the 1994 edition, authored by Larry Smeltzer and Don Leonard, by then titled *Managerial Communication: Strategies and Applications*. I had been looking for a graduate-level text that presented a balanced approach to workplace communication and that was written for managers and executives.

The strengths that drew me to that early edition were:

- A strategic approach
- A solid research base
- Comprehensive coverage of contemporary issues
- An even-handed examination of oral and written communication channels
- A focus on managerial rather than entry-level competencies

I came onboard as third author with Smeltzer and Leonard for the 2002 edition, and was sole author for the 2008 edition. As I revise yet again, my goal is to ensure that the qualities that made the original book unique and successful are still present in this fifth edition. Truth is truth. It doesn't change with the times. So the task is to bring timeless communication principles into the contemporary workplace. To meet the needs of today's busy manager/student, I updated the chapters, describing current business practices, summarizing relevant research, and providing guidelines for strategic managerial communication.

The reality is that an effective contemporary manager must possess a wide range of skills. While being accountable to an executive board and a customer base, a manager must be able to motivate subordinates and cross-functional teams with diverse backgrounds, interpret complicated rules, foster process improvement, and meet sometimes-unclear organizational expectations. Furthermore, today's manager often must use new technology to accomplish these tasks. Since these advanced abilities don't necessarily come from prior work experience, communication education is a vital component in managerial development.

Working on the fifth edition of this textbook has been both enjoyable and challenging. It has forced me to evaluate the content of the managerial communication course I teach in our MBA program, to sort out what is important and what is no longer important for my students to know and be able to do. I hope that the results of these efforts satisfy other students' professional communication needs as well. After all, we know for sure that effective communication leads to managerial and organizational success. The value of the course is not controversial; the key is to keep the course content fresh.

WHAT'S NEW IN THIS EDITION

Many adopters of the fourth edition of *Managerial Communication: Strategies and Applications* indicated that they especially liked the end-of-chapter cases, the balanced approach to managerial writing and oral communication, and the supplemental materials. Because of their usefulness to instructors and students, these materials have been revised and retained for the fifth edition. Chapters 1, 2, 7, and 8 proved to be very popular with reviewers of the fourth edition, so these chapters were refreshed and updated to address contemporary managerial communication situations. Many additional important changes were made to the remaining chapters to make the fifth edition an even greater resource in the field of managerial communication:

- Chapter 3 (“Technologically Mediated Communication”) includes business professionals’ uses of the latest technologies, such as corporate blogs and tweets. Emphasis is on the principles and best practices that apply to both emerging technologies and older technologies.
- Chapter 4 (“Contemporary Managerial Writing”) introduces the Plain Language movement and provides examples of conversational style in business and government documents.
- Chapter 5 (“Routine Messages”) offers guidelines for formatting letters and memos.
- Chapter 6 (“Management Reports and Proposals”) takes an in-depth look at special business reports, including proposals and analytical reports.
- Chapter 9 (“Intercultural Managerial Communication”) explores cultural differences in meanings of colors, paralanguage, and time, with cases and examples drawn from today’s global marketplace.
- Chapter 10 (“Conflict Management”) has new material on the impact of power on conflict.
- Chapter 11 (“Managerial Negotiation”) includes a major section that describes how networking can increase influence.
- Chapter 12 (“Conducting Interviews”) presents guidelines for networking as an employment search tool. It also has a new section explaining legal issues for performance reviews.
- Chapter 13 (“Managing Meetings and Teams”) has expanded sections on group members’ roles and on project team leadership.
- Chapter 14 (“Making Formal Presentations”) explores controversies about PowerPoint as a tool for both oral and written communication in the workplace. In addition, new sections on crisis communication and communicating with the media have been added.

Another major new feature of this edition is the Appendix. In this section, you will find 10 articles composed by graduate business students at Sam Houston State University under the supervision of the author. The articles summarize the latest research on emerging technologies. Each article describes a different technology and how it is applied in U.S. business today. The authors also look to the future and track trends in technologically mediated business communication. Guidelines for best practices relevant to each technology are presented. A list of references and topics for class discussion appears at the end of each article.

Acknowledgments

Most importantly, I wish to acknowledge John Waltman, Larry Smeltzer, and Don Leonard, who pioneered this textbook. I now understand the enormity of the task they undertook. They accomplished it with competence, grace, and professionalism. They have my deepest respect.

Second, I appreciate all the people who helped make this edition a reality. My SHSU Bearkat team included Jennifer Elmi, Darlene Vega, Antonette Harvey, Harini Vemulapati, Matt O'Rourke, Stephen Hunt, and Sara Williamson. They performed all their tasks with diligence and good cheer. I also wish to warmly thank Anna Turri for her excellent contributions. Reviewers of the book also deserve thanks for their insightful feedback: Harvey Lon Addams, Weber State University; Cynthia Barnes, Lamar University-Beaumont; Kathy Hill, Sam Houston State University; Gary Kohut, University of North Carolina at Chapel Hill; Richard Mahee, Delaware State University; Jean Anna Sellers, Fort Hays State University; and Carol White, Georgia State University. Members of the McGraw-Hill team who earned my heartfelt gratitude include Jane Beck, Lisa Brufloft, and Laura Spell. Their perspicacity, dependability, and professionalism smoothed the way. A special thank you goes to Dave Fosnough, former Irwin/McGraw-Hill field sales supervisor, who started me down this path in 1993. I am where I am today because of his encouragement.

Third, I am grateful to my loving family—Jim, Maureen and Erasmus, Kellie and Bob, and my incandescent grandchildren—who support me unreservedly.

Finally, I salute my students because they are dedicated to improving their managerial communication skills and strategies, and because they believe that I can help them do it. This book is for you.

—Geraldine E. Hynes

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