

Selected
Readings
in Management

管理学原著选读

毛蕴诗 编



东北财经大学出版社

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出版者的话

现代管理思想主要是在 20 世纪发展起来的，泰勒《科学管理原理》一书的出版，标志着人类告别经验管理，进入科学管理时代。20 世纪 40 年代以后，管理学得到迅速发展，许多管理理论应运而生，并纷纷亮出自己的旗号。按照孔茨的说法，可以称为管理学派的理论从 60 年代的 6 个增加到 80 年代的 11 个，而且出现了各学派融合的趋势，可能在将来形成一种统一的、更为有用的管理理论。考察世界管理科学发展史，可以发现，影响深远的管理学说、耳熟能详的管理大师多出自美国。

为全面介绍现代管理思想，培养读者阅读和翻译管理学英文论著的能力，中山大学管理学教授、博士生导师毛蕴诗先生在多年管理学专业英语课教学实践的基础上，广泛听取学生、教师的意见和建议，特意编写了这本《管理学原著选读》。书中内容涉及现代管理理论的主要方面，课文精选自目前正在美、英等国大学中使用的 5 本管理学著作：（1）詹姆斯·斯托奈（James A. Stoner）的《管理学（Management）》；（2）米歇尔·H. 梅斯康（Michael H. Mescon）、米歇尔·阿尔伯特（Michael Albert）、富兰克林·克赫道里（Franklin Khedouri）的《管理学（Management）》；（3）哈罗德·孔茨（Harold Koontz）、西里尔·奥唐奈（Cyril O'Donnan）、海茵茨·韦里奇（Heinz Weihrich）的《管理学精要（Essentials of Management）》；（4）威廉·H. 纽曼（William H. Newman）、E. 柯伯·沃伦（E. Kirby warren）的《管理过程（The Process of Management）》；（5）C.S. 杜威罗尔（C. S. Deverell）的《商务管理（Business Administration and Management）》。全书课文按管理的概念、管理的职能、管理学派展开，共分 8 个部分，精读课文 6 个部分共 23 课。考虑到不同学校师资和读者程度的不同，以及自学的需要，本书在内容和编排上还做了一些灵活的安排：有一些泛读课

文；精读课文各部分的第1课附有参考译文；还安排了10篇英汉对照阅读材料，1篇参考资料。

本书适用于高等院校管理学科各专业，包括管理科学与工程类、工商管理类、公共管理类、农业经济管理类等，可作为MBA、研究生和高年级本科生的专业英语课教材，也可作为这些专业的教师、管理人员的参考书、自学和进修读物。

管理学专业英语课教材的建设起步时间还不长，我们衷心希望通过本书的出版得到各方面的具体意见，不断改进工作，为我国现代化管理事业及人才培养做出贡献。

2001年6月

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PART I THE CONCEPT OF MANAGEMENT

管理的概念

Lesson One

DEFINING MANAGEMENT

管理的定义

Like many areas of study that involve people, management is difficult to define. In fact, no definition of management has been universally accepted. One popular definition is by Mary Parker Follett. Management, she says, is “the art of getting things done through people”. This definition calls attention to the fact that managers achieve their goals by arranging for others to perform whatever tasks may be necessary, not by performing the tasks themselves.

We will use a somewhat more elaborate definition to begin our discussion in this chapter, because we will want to call attention to other important aspects of managing:

Management is the process of planning, organizing, and controlling the efforts of organizational members and the use of other organizational resources in order to achieve stated organizational goals.

The reader will notice that we have used the word “process” rather than “art” in defining management. To say that management is an art implies that it is a personal aptitude or skill. A process, on the other hand, is nothing more than a systematic way of doing things. All managers, regardless of their particular aptitudes or skills, engage in certain interrelated activities in order to achieve their desired goals.

We have called these management activities planning, organizing, lead-

ing and controlling. (Others have expanded this list, but for the sake or convenience we will use just these four activities.) Planning means that managers think their actions through in advance. Their actions are usually based on some methods, plans, or logic, rather than on a hunch. Organizing means that managers coordinate the human and material resources of the organization. The strength of an organization lies in its ability to marshal many resources to attain a goal. Obviously, the more integrated and coordinated the work of an organization, the more effective it will be. Achieving this coordination is part of the manager's job.

Leading means that managers direct and influence subordinates. They do not act alone, but get others to perform essential tasks. Nor do they simply give orders. By establishing the proper atmosphere they help their subordinates do their best. Controlling means that managers attempt to assure that the organization is moving toward its goals. If some part of their organization is on the wrong track, managers try to find out about it and set things right.

Our definition also indicates that managers use all the resources of the organization—its finances, equipments, and information as well as its people—in attaining their goals. While people are any organization's most important resource, managers would be limiting themselves if they did not also rely on the other organizational resources available to them. For example, a manager who wishes to increase sales might try not only to motivate the sales force but also to increase the advertising budget.

Finally our definition says that management involves achieving the organization's "stated goals". This means that managers of any organization—a hospital, a university, the Internal Revenue Service, or the Washington Redskins—try to attain specific ends. These ends will, of course, vary with each organization. The stated goal of a hospital might be to provide comprehensive medical care to a community. The stated goal of a university might be to give students a well-rounded education in a congenial environment. Whatever the stated goals of a particular organization, management is the process by which

the goals are achieved.

Technical Words

management [ˈmænɪdʒmənt] n. 管理, 经营, 管理部门, 资方

define [diˈfaɪn] vt. 解释, 给……下定义

art [ɑ:t] n. 技艺, 技术, 技能; 艺术

goal [gəʊl] n. 目的, 目标

perform [pəˈfɔ:m] vt. 执行, 完成, 表演

elaborate [iˈləbeɪrɪt] adj. 精心制作的, 详尽阐述的

definition [defɪˈnɪʃən] n. 定义, 解说, 明确性, 界定

aspect [ˈæspekt] n. (问题、事物的) 方面, 面貌

control [kənˈtrəʊl] vt. 控制, 支配, 抑制, 管理

resource [riˈsɔ:s] n. 资源, 物力, 财力

aptitude [ˈæptɪtju:d] n. 能力, 才能

skill [skɪl] n. 技能, 技艺, 技巧

manager [ˈmænɪdʒə] n. 经理, 管理人员

engage [ɪnˈgeɪdʒ] vt. vi. 从事于, 参加

list [lɪst] n. 表, 目录, 名单

hunch [hʌnʃ] n. 预感

coordinate [kəʊˈɔ:dɪnɪt] vi. 协调

marshal [ˈmɑ:ʃəl] vt. 调度, 安排, 排列

integrate [ˈɪntɪɡreɪt] vt. 结合, 并入, 综合, 一体化

effective [ɪˈfektɪv] adj. 有效的, 实际的

coordination [kəʊˌɔ:diˈneɪʃən] n. 协调, 协作, 配合

direct [dɪˈrekt daɪˈrekt] vt. 指导, 指挥, 对准某一目标

subordinate [səˈbɔ:dɪneɪt] n. 下属, 下级职员

establish [ɪsˈtæblɪʃ] vt. 建立, 制定, 开业, 固定

track [træk] n. 路线

finance [faɪˈnæns] n. 资金, 财政, 金融

information [ˌɪnfəˈmeɪʃən] n. 信息, 情报, 报告
motivate [ˈməʊtɪveɪt] vt. 激励, 诱导, 促动
sale [seɪl] n. 销售, 销售额
advertise [ˈædvətaɪz ˈædvətaɪz] vt. 做广告, 登广告
budget [ˈbʌdʒɪt] n. 预算, 预算案
revenue [ˈrevɪnju:] n. 收入, 税收, 收益
comprehensive [kəmˈpriˈhensɪv] adj. 综合的, 全面的
community [kəˈmju:nɪti] n. 社会, 团体, 公众
congenial [kənˈdʒi:njəl] adj. 相宜的, 同类的

Idioms and Expressions

arrange for 安排
sales force 销售人员, 销售队伍
nothing more than 不过是
advertising budget 广告预算
engage in 从事, 参加
Internal Revenue Service 国内税收总署
for the sake of 为……起见
Washington Redskins 华盛顿一足球队的名字
in advance 在前面, 预先
rely on 利用, 依靠
well-rounded 经过周密计划的, 丰满的

Notes

1. This definition calls attention to the fact that managers achieve their goals by arranging for others to perform whatever tasks may be necessary, not by performing the tasks themselves.

本句翻译要注意: (1) 从 that 开始到全句末是 fact 的同位语从