



中国劳动关系学院“十二五”规划教材

FUNDAMENTALS OF MANAGEMENT

管理学基础

(双语版)

安红昌 主编



上海交通大学出版社
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内 容 提 要

本书是根据《管理学基础》双语教学需要编写的。全书包括管理知识中最重要的部分,分为概述、计划、组织、领导和控制五部分。每部分有1~2个精选案例,还有生词表,配有核心语和内容列表。

本书是《管理学基础》双语教材,也可供初步以英语方式学习管理的自学者使用。

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前 言

管理活动每时每刻发生在我们身边,发生在我们身上,发生在我们从事的每项工作和活动中。管理是一个人们不再陌生的词汇。在各类人才中加强管理意识和思维教育非常重要。虽然有各种不同认识,但管理的重要性无论古今中外都是毋庸置疑的。管理学的学习将帮助个人、组织和社会更好、更快发展。

近年来,包括作者所在学校在内的很多高校纷纷加强双语教学,其中管理学双语教学的普及性相对最广,充分体现了管理学双语教学的基础性、重要性和不可替代性。

作者从上大学开始接触管理理论,至今已经二十余年,并先后经历过最基础的学习,最简单的研究,最基本的应用,直到今天多年以来的管理学教学,对管理的认识不断加深,同时对管理学教学的认识也在加深和改进,对最初学习的教材和当前使用及参考的教材都有一些想法和思考。管理学双语教学的双语教材中,英语原版的影印版较多,不适合二三本高校及专业;国内著述的较少且有些沿袭英文原版,也不太适合二三本高校及专业。

本教材是在参考中英文管理教材的基础上形成的体系较完整,能很好体现管理基本思想、精髓和韵味的,适合二三本高校及专业开设管理学双语教学使用的教材,也可供初步以英语方式学习管理的自学者使用。内容精炼,形式新颖,易学易懂,收效较好。

本书共包括五个单元,分别是概述(Introduction)、计划(Planning)、组织(Organizing)、领导(Leading)和控制(Controlling),并对其中的基本内容进行了详略得当的组织。

由于时间及作者水平所限,书中错误敬请读者批评指正。同时对所参考的作者表示敬意和谢意。

安红昌

目 录

UNIT ONE INTRODUCTION(概述)	1
CASE ONE	3
CHAPTER 1 MANAGEMENT AND ORGANIZATION(管理与组织) ...	5
I. IMPORTANCE OF MANAGEMENT(7)	
II. UNIVERSALITY OF MANAGEMENT(8)	
III. MANAGEMENT TASK(9)	
IV. ORGANIZATION AND LEVELS OF MANAGERS(15)	
V. MANAGEMENT SKILLS(20)	
CHAPTER 2 HISTORY OF MANAGEMENT(管理思想史)	23
I. THE CLASSICAL APPROACH(26)	
II. THE BEHAVIORAL APPROACH(33)	
III. THE CONTINGENCY APPROACH(36)	
IV. THE SYSTEM APPROACH(37)	
UNIT TWO PLANNING(计划)	41
CASE TWO	43
CHAPTER 3 FUNDAMENTALS OF PLANNING(计划基础)	45
I. DEFINITION OF PLANNING(47)	
II. TYPES OF PLANS(48)	
III. FUNCTIONS OF PLANNING(50)	
IV. PLANNING PROCESS(52)	
CHAPTER 4 STRATEGIC PLANNING(战略计划)	56
I. DEFINITION OF STRATEGIC PLANNING(58)	
II. STRATEGIC PLANNING PROCESS(59)	
III. MANAGEMENT BY OBJECTIVES(61)	
CHAPTER 5 DECISION-MAKING(决策)	64
I. DEFINITION OF DECISION-MAKING(66)	
II. TYPES OF DECISIONS(67)	

Ⅲ. PROCESS OF DECISION-MAKING(68)

Ⅳ. DECISION-MAKING METHODS(70)

UNIT THREE ORGANIZING(组织) 73

CASE THREE 75

CHAPTER 6 FUNDAMENTALS OF ORGANIZING(组织基础) 76

I. ORGANIZING WORK(78)

II. PROCESS OF ORGANIZING(85)

III. ORGANIZITONAL STRUCTURE(86)

CHAPTER 7 CENTRALIZATION AND DECENTRALIZATION

(集权与分权) 98

I. AUTHORITY AND POWER(100)

II. CENTRALIZATION VERSUS DECENTRALIZATION
(104)**UNIT FOUR LEADING(领导) 109**

CASE FOUR 111

CASE FIVE 113

CHAPTER 8 LEADERSHIP THEORIES(领导理论) 115

I. FUNDAMENTALS OF LEADERSHIP(117)

II. TRAIT THEORIES OF LEADERSHIP(119)

III. BEHAVIORAL THEORIES OF LEADERSHIP(123)

IV. CONTINGENCY THEORIES OF LEADERSHIP(131)

CHAPTER 9 MOTIVATION THEORIES(激励理论) 141

I. FUNDAMENTALS OF MOTIVATION(143)

II. CLASSICAL THEORIES OF MOTIVATION(149)

III. CONTEMPORARY THEORIES OF MOTIVATION(157)

CHAPTER 10 CONFLICT MANAGEMENT(冲突管理) 168

I. DEFINITION OF CONFLICT(170)

II. STAGES OF CONFLICT(171)

III. SOURCES OF CONFLICT(172)

IV. FIVE CONFLICT-HANDLING STYLES(174)

UNIT FIVE CONTROLLING(控制)	177
CASE SIX	179
CASE SEVEN	181
CHAPTER 11 FUNDAMENTALS OF CONTROLLING(控制基础) ...	184
I . DEFINITION OF CONTROLLING(186)	
II . LEVELS AND TYPES OF CONTROL(187)	
III . FUNCTIONS OF CONTROLLING(191)	
IV . PROCESS OF CONTROLLING(192)	
CHAPTER 12 PERFORMANCE APPRAISAL(绩效评估)	195
I . DEFINITION OF PERFORMANCE APPRAISAL(197)	
II . PROCESS OF PERFORMANCE APPRAISAL(199)	
III . PERFORMANCE APPRAISAL METHODS(201)	
BIBLIOGRAPHY(参考文献)	204

UNIT ONE

INTRODUCTION

Chapter 1

MANAGEMENT AND ORGANIZATION

Chapter 2

HISTORY OF MANAGEMENT

Management is both a science and an art.

管理学既是科学，也是艺术。

CASE ONE

Body Shop International

Anita Roddick and her husband, Gordon, opened their first Body Shop in 1976 in Brighton, England. Their concept was unique at the time; their strategy was to build a successful company that was environmentally friendly and one that was driven by principles not by profits. They supported and promoted a wide range of environmental and human-rights projects.

For years, the concept worked. But recent problems have forced Ms. Roddick to bring in Smart Rose, a professional manager, as the company's managing director. Here are the major challenges Mr. Rose is concerned with:

(1) The company's image was **tarnished**^① by a television **documentary**^②.

(2) The Limited has **aggressively**^③ expanded and due to their aggressive marketing and deep pockets, they have cut into Body Shop's growth.

(3) U. S. operations have suffered badly. Many of the U. S. stores are losing money.

All is not **gloomy**^④. The Body Shop's Asian market has grown rapidly and is **profitable**^⑤. The British market, while nearly **saturated**^⑥, generates 44 percent of the company's **revenues**^⑦ and produces a solid profit.

① tarnish ['tɑ:nɪʃ] *vt. & vi.* (通常指金属)(使)失去光泽,(使)变灰暗 *vt.* 玷污,败坏 *n.* 污点,瑕疵;无光泽,晦暗

② documentary [ˌdɒkjʊ'mentəri] *n.* 纪录片 *adj.* 记录的;文书的;纪实的

③ aggressively [ə'ɡresɪvli] *adv.* 侵略地;攻击地;有闯劲地;激烈地

④ gloomy ['ɡlu:mi] *adj.* 黑暗的;令人沮丧的;前景黯淡的;悲观的,阴郁的

⑤ profitable ['prɒfɪtəbl] *adj.* 有利可图的,有益的;可赚钱的,合算的

⑥ saturate ['sætʃəreɪt] *vt.* 浸湿,浸透;使充满;[化]使饱和;使渗进,使湿透 *adj.* 浸透的,渗透的;饱和的;颜色浓[深]的

⑦ revenue ['revənju:] *n.* (国家的)岁入,税收,(土地,财产等的)收入,收益,所得,(个人的)固定收入;[复数]总收入;税务署,(美俚)税务官;税务局

Questions:

(1) Describe how Mr. Rose performs planning, organizing, leading, and controlling activities in his dealings with the major challenges the company faces.

(2) What management roles does Mr. Rose play in a) dealing with the Roddicks, b) customers, and c) environmental **activists**^①? Give an example of each.

(3) Describe how “lessons” learned from **disciplines**^② such as economics, **philosophy**^③, and **sociology**^④ could be of benefit to Mr. Rose.

① activist ['æktivist] *n.* 激进主义分子; 积极分子; 积极行动者 *adj.* 激进主义的; 激进主义分子的

② discipline ['disiplin] *vt.* 训练; 使有纪律; 处罚; 使有条理 *n.* 训练; 纪律; 学科; 符合行为准则的行为(或举止)

③ philosophy ['filsəfi] *n.* 哲学; 哲学体系, 哲学思想; 生活信条; 哲理

④ sociology [ˌsəʊsiələdʒi] *n.* 社会学; 群体生态学

Chapter 1

MANAGEMENT AND ORGANIZATION

- I . IMPORTANCE OF MANAGEMENT
- II . UNIVERSALITY OF MANAGEMENT
- III . MANAGEMENT TASK
- IV . ORGANIZATION AND LEVELS OF MANAGERS
- V . MANAGEMENT SKILLS

NOTE

本章主要包括:管理的重要性,管理的普遍性,管理的角色,管理的定义,管理的过程(职能),目标达成,组织资源,管理效果和效率,组织,管理(者)层级,管理技能。

CORE VOCABULARY

	英 语	中文	ONE	TWO	THREE	FOUR
1	management	管理				
2	process	过程				
3	function	职能				
4	planning	计划				
5	organizing	组织				
6	leading	领导				
7	controlling	控制				
8	activity	活动				
9	organization	组织				
10	effectiveness	效果				
11	efficiency	效率				
12	importance	重要性				
13	universality	普遍性				
14	task	任务				
15	role	角色				
16	definition	定义				
17	goal	目标				
18	objective	目标				
19	resource	资源				
20	skill	技能				
21	manager	管理者				
22	level	层级				
23	attainment	达成				
24	achievement	完成				
25	accomplishment	完成				

Q1: What is management?

Q2: What are the functions of management?

Q3: What is an organization?

Q4: What are management skills?

Learning Objectives

From studying this chapter, you will attempt to acquire:

(1) An understanding of the importance of management to society and individuals.

(2) An understanding of the **universality**^① of management.

(3) An understanding of the role of management.

(4) An ability to define management in several different ways.

(5) An ability to list and define the basic **functions**^② of management.

(6) Working definitions of **managerial**^③ effectiveness and managerial efficiency.

(7) An understanding of basic management skills and their relative importance to managers.

(8) An understanding of the definition of an organization.

(9) A knowledge of the levels of managers in an organization.

I . IMPORTANCE OF MANAGEMENT

Managers influence all phases of modern organizations. Plant managers run manufacturing operations that produce the clothes we wear, the food we eat, and the automobiles we drive. Sales managers maintain a sales force that markets goods. Personnel managers provide organizations with a competent and productive **workforce**^④.

① universality [ˌjuːnɪvɜːsæləti] *n.* 普遍性;通用性;普适性;一般性

② function [ˈfʌŋkʃən] *n.* 功能,作用;应变量,函数;职务;重大聚会 *vi.* 有或起作用;行使职责

③ managerial [ˌmænɪdʒɪəriəl] *adj.* 经理的;管理上的

④ workforce [ˈwɜːkfoːs] *n.* 全体员工;(国家或行业等)劳动力;劳动大军;劳动人口

Our society could neither exist as we know it today nor improve without a **steady**^① stream of managers to guide its organizations. Peter Drucker emphasized this point when he stated that effective management is probably the main resource of developed countries and the most needed resource of developing ones. In short, all societies **desperately**^② need good managers.

Besides its importance to society as a whole, management is vital to many individuals in society because they earn their livings by being managers. Government **statistics**^③ show that management positions have increased from approximately 10 percent to approximately 18 percent of all jobs since 1950. Managers come from varying backgrounds and have **diverse**^④ educational specialties. Many people who originally trained to be accountants, teachers, financiers, or even writers eventually make their livelihoods as managers. Although in the short term, the demand for managers varies **somewhat**^⑤, in the long term, managerial positions can yield high salaries, status, interesting work, personal growth, and intense feelings of accomplishment.

Consider the results of a 1994 **poll**^⑥ by Forbes magazine ranking the highest-paid chief executives over the five-year period 1989-1993. In fact, there is some concern that certain managers are paid too much.

II. UNIVERSALITY OF MANAGEMENT

Management **principles**^⑦ are universal. That is, they apply to all types of organizations (businesses, churches, **sororities**^⑧, **athletic**^⑨ teams, hospitals, and

-
- ① steady ['stedi] *adj.* 稳定的, 不变的; 镇定的, 沉着的; 坚定的 *vt.* 使稳定, 使坚定 *n.* 关系固定的情侣
- ② desperately ['despəritli] *adv.* 绝望地; 不顾一切地; 〈口〉极度地; 猛烈地
- ③ statistics [stə'tistiks] *n.* 统计, 统计学, 统计法, 统计资料; 统计数字; statistic 的复数
- ④ diverse [daɪvərs] *adj.* 不同的, 多种多样的; 变化多的; 形形色色的
- ⑤ somewhat ['sʌmhwət] *adv.* 稍微; 有点; 达到某种程度 *n.* 少量; 某些数量; 某种程度
- ⑥ poll [pəul] *n.* 民意调查; 投票选举; 投票数; 头部 *vt.* 得到(一定数目的)选票; 对……进行调查; 修剪; 修剪 *vi.* 投票; 作民意调查
- ⑦ principle ['prinsəpl] *n.* 原则, 原理; 准则, 道义; 道德标准; 本能
- ⑧ sorority [sə'rɒrɪti] *n.* 妇女联谊会, 女学生联谊会
- ⑨ athletic [æθlətik] *adj.* 运动员的; 运动的; 体格健壮的; 行动敏捷

so on) and organizational levels. Naturally, managers' jobs are somewhat different from one type of organization to another because each organizational type requires the use of specialized knowledge, exists in a unique working and political environment, and uses different technology. However, there are job similarities across organizations because the basic management activities—planning, organizing, leading, and controlling—are common to all organizations.

Universality of management
means that the principles of management are applicable to all types of organizations and organizational levels.

III. MANAGEMENT TASK

Besides understanding the significance of managerial work to themselves and society and its related benefits, **prospective**^① managers need to know what the management task **entails**^②. The **sections**^③ that follow introduce the basics of the management task through discussions of the role and definition of management, the management process as it **pertains**^④ to management functions and organizational goal attainment, and the need to manage organizational resources effectively and efficiently.

1. The Role of Management

Essentially^⑤, the role of managers is to guide organizations toward goal accomplishment. All organizations exist for certain purposes or goals, and managers are responsible for combining and using organizational resources to ensure that their organizations achieve their purposes. Management moves an organization toward its purposes or goals by assigning activities that

① prospective [prɒspektɪv] *adj.* 预期的; 未来的; 可能的; 有希望的

② entail [ɪn'teɪl] *vt.* 使蒙受, 使产生; 必须, 使承担; [法] 限定(继承人); 遗留给, 转给(弊害等)
n. 限定继承, 限定继承权; 限定继承的财产; 预定继承人的顺序

③ section [sekʃən] *n.* 部分; 节; 部件; 部门 *vi.* 切开; 切断; 做(动物或植物组织)切片; 把(精神病患者)正式送入精神病院 *vt.* 把……切成片(或段); 作……的切片; 把……作成截面; 制作……的剖面图

④ pertain [pə'teɪn] *vi.* 关于, 有关; 适合; 附属, 从属

⑤ essentially [ɪ'senʃəli] *adv.* 本质上, 根本上; 本来; essential 的派生

organizational members perform. If the activities are designed effectively, the production of each individual worker will contribute to the attainment of organizational goals. Management strives to encourage individual activity that will lead to reaching organizational goals and to discourage individual activity that will hinder the accomplishment of those goals. “There is no idea more important to managing than goals. Management has no meaning apart from its goals.” Managers must, therefore, keep organizational goals in mind at all times.

2. The Definition of Management

Learners of management should be aware that the term management can be, and often is, used in several different ways. For instance, it can refer simply to the process that managers follow in order to accomplish organizational goals. It can also refer to a body of knowledge; in this context, management is a **cumulative**^① body of information that furnishes insights on how to manage. The term management can also refer to the individuals who guide and direct organizations or to a career devoted to the task of guiding and directing organizations. An understanding of the various uses and related definitions of the term will help us avoid miscommunication during management-related discussions.

Management is the process of reaching organizational goals by working with and through people and other organizational resources.

As used most commonly in this text, **management is the process of reaching organizational goals by working with and through people and other organizational resources.** A comparison of this definition with the definitions offered by several

contemporary^② management thinkers shows that there is broad agreement that management has the following three main characteristics:

- (1) It is a process or series of continuing and related activities.
- (2) It involves and concentrates on reaching organizational goals.
- (3) It reaches these goals by working with and through people and other

① cumulative [ˈkjuːmjʊlətɪv] *adj.* 累积的; 渐增的; 追加的; (判刑等)加重的

② contemporary [kənˈtempərəri] *adj.* 当代的, 现代的; 同时代的, 同属一个时期的 *n.* 同代人; 同辈人; 同龄人; 当代人