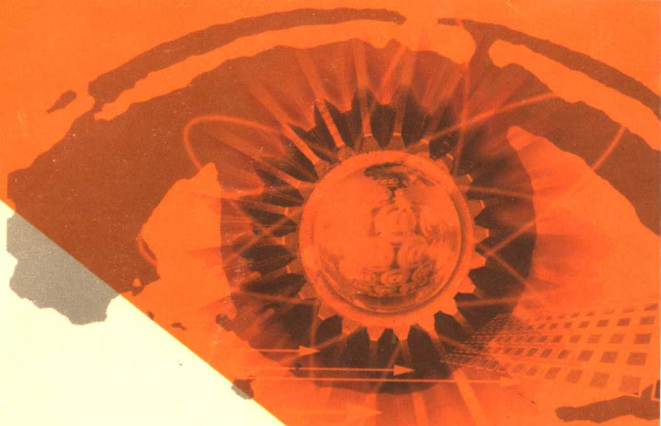


Modern

现代管理学

胡林龙 主编



航空工业出版社

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张其成 主编

清华大学出版社



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内 容 提 要

本书以我国加入世界贸易组织和国际经济一体化为背景,紧密结合我国社会主义市场经济的管理实际,借鉴中外管理的成功经验,吸收国内外管理学研究的新成果,理论联系实际,系统地论述了管理学的基本理论、基本方法和基本知识。本书的主要内容包括管理学的基本问题、管理的基本原理、管理的职能、管理的方法、管理系统的理论、管理信息的收集与加工、管理控制的方法、管理的创新、组织管理、系统运筹、团队激励、案例分析等,共七篇 22 章。为便于读者学习英文,书中还附有英文的内容简介。本书在内容上力求对现代管理理论做全面准确的阐释,在理论与体系上力求适应新世纪发展的需要。

本书可作为大专院校学生教材使用。

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前 言

随着我国加入世界贸易组织和商品经济的发展,我国愈益需要既精通管理,又熟悉外语的应用型人才。如何满足这种需要,培养这种人才,是我们努力探讨的一个重要课题。本书就是我们努力的结果。本书具有两个特点:一是增加英语序言部分,以培养我国加入WTO后的对外贸易人才;二是注重案例教学法在教学中的积极作用,意在培养既有理论,又有实践的实践型人才。今后,我们在教材的使用过程中,及时总结经验,不断完善其内容,使之更科学与合理。

本书撰写分工如下:

秦燕江撰写第一章,邵宇玲撰写第二章,简伟秀撰写第三章,陈占葵撰写第四章、第五章第二节和第四节,黄华撰写第六章,唐辉亮撰写第七章,万绍群撰写第八章,郑玉刚撰写第九章,彭礴撰写第十章,范栋华撰写第十一章,盛儒青撰写第十二章,尹明发撰写第十三章,刘和平撰写第十四章,熊尚鹏撰写第十五章,熊学文撰写第十六章、第十七章,熊学文、周曙光撰写第十八章,黄必义撰写第十九章,刘日星撰写第二十章,熊珍琴撰写第二十一章,卢苇扬撰写第二十二章,龙成长撰写第七篇,巫晶撰写第五章第一节,胡林龙撰写第五章第三节。

英文部分由胡林龙撰写。

INTRODUCTION

I: INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS

THE DEFINITION OF MANAGEMENT

What do managers have in common? They get things done through their organizations. Getting things done through people and other resources and providing direction and leadership are what managers do. Moreover, management often is considered universal because it uses organizational resources to accomplish goals and attain high performance in all types of profit and not-for-profit organizations. This, our definition of management is as follows:

Management is the attainment of organization goals in an effective and efficient manner through planning, organizing, leading and controlling organizational resources.

There are two important ideas in this definition: 1) The four functions of planning, organizing, leading, and controlling; 2) The attainment of organizational goals in an effective and efficient manner.

Efficiency refers to getting the most output from the least amount of inputs. Because managers deal with scarce inputs - including resources such as people, money, and equipment - they are

concerned with the efficient use of those resources. For instance, at the factories in Cincinnati, where employees make body braces and supports, canes, walkers, crutches, and other medical assistance products, efficient manufacturing techniques were implemented by cutting inventory levels, decreasing the amount of time to manufacture products, and lowering product reject rates.

Effectiveness is often described as “doing the right things” - that is, those work activities that will help the organization reach its goals. For instance, at the factories, goals included open communication between managers and employees and cutting costs. Through various work programs, these goals were pursued and achieved.

MANAGEMENT FUNCTIONS

In the early part of the twentieth century, a French industrialist proposed that all managers perform five management functions: planning, organizing, commanding, coordinating, and controlling. In the mid-1950s, a management textbook first used the functions of planning, organizing, staffing, directing, and controlling as a framework. Most management textbooks still continue to be organized around the management functions, although they have been condensed down to four basic and very important functions: planning, organizing, leading, and controlling.

1. Planning

Planning defines where the organization wants to be in the future and how to get there. Planning means defining goals for future organizational performance and deciding on the tasks and use of resources needed to attain them.

A lack of planning - or poor planning - can hurt an organization's performance, however. For example, clothing retailer

Merry-Go-Round, a once-ubiquitous presence in malls across America, slid into bankruptcy and ultimately disappeared as a result of poor planning.

2. Organization

Organizing typically follows planning and reflects how the organization tries to accomplish the plan. Organizing involves the assignment of tasks, the grouping of tasks into departments, and the allocation of resources to departments. For example, Honeywell managers reorganized new product development into "tiger teams" consisting of marketing, engineering, and design employees. The new structural design reduced the time to produce a new thermostat from 4 years to 12 months. Many companies today are following Honeywell's lead by reorganizing into teams that have more responsibility for self-management.

3. Leading

Providing leadership is becoming an increasingly important management function. Leading is the use of influence to motivate employees to achieve organizational goals. Leading means creating a shared culture and values, communicating goals to employees throughout the organization, and infusing employees with the desire to perform at a high level. Leading involves motivating entire departments and divisions as well as those individuals working immediately with the manager. In an era of uncertainty, international competition, and a growing diversity of the workforce, the ability to shape culture, communicate goals, and motivate employees is critical to business success.

4. Controlling

The final management function managers perform is controlling. After the goals are set and the plans are formulated, the struc-

tural arrangements determined, and the people hired, trained, and motivated, there has to be some evaluation of whether things are going as planned. To ensure that work is going, as it should, managers must monitor and evaluate performance. Actual performance must be compared with the previously set goals. If there are any significant deviations, it's management's job to get work performance back on track. This process of monitoring, comparing, and correcting is what we mean by the controlling function.

MANAGEMENT SKILLS

A manager's job is complex and multidimensional and requires a range of skills. Some management theorists propose a long list of skills. The necessary skills for managing a department or an organization can be summarized in three categories: conceptual, human, and technical. The application of these skills changes as managers move up in organization. Though the degree of each skill necessary at different levels of an organization may vary, all managers must possess skills in each of these important areas to perform effectively.

1. Conceptual Skills

Conceptual skills are the cognitive ability to see the organization as a whole and the relationship among its parts. Conceptual skill involves the manager's thinking, information processing, and planning abilities. It involves knowing where one's department fits into the total organization and how the organization fits into the industry, the community, and the broader business and social environment. It means the ability to "think strategically" - to take the broad, long-term view.

Conceptual skills are needed by all managers but are especially important for managers at the top. They must perceive significant

elements in a situation and broad, conceptual patterns.

As managers move up the hierarchy, they must develop conceptual skills or their promo ability will be limited. A senior engineering manager who is mired in technical matters rather than thinking strategically will not perform well at the top of the organization. Many of the responsibilities of top managers, such as decision-making, resource allocation, and innovation, require broad views.

2. Human Skills

Human skills are the manager's ability to work with and through other people and to work effectively as a group member. This skill is demonstrated in the way a manager relates to other people, including the ability to motivate, facilitate, coordinate, lead, communicate, and resolve conflicts. A manager with human skills allows subordinates to express themselves without fear of ridicule and encourages participation. A manager with human skills likes other people and is liked by them.

In recent years, awareness of the importance of human skills has increased. Such books as *In Search of Excellence* and *A Passion for Excellence* were among the first to stress the need for managers to take care of the human side of the organization. As globalization, workforce diversity, and competition for highly skilled knowledge workers increase, human skills become even more crucial. A recent survey by *Fortune* magazine found that managers, human skills are important to employee motivation and retention as well as to overall organizational performance.

3. Technical Skills

Technical skills are the understanding of and proficiency in the performance of specific tasks. Technical skill includes mastery of the methods, techniques, and equipment involved in specific functions

such as engineering, manufacturing, or finance. Technical skill also includes specialized knowledge, analytical ability, and the competent use of tools and techniques to solve problems in that specific discipline.

Technical skills are particularly important at lower organizational levels. Many managers get promoted to their first management job by having excellent technical skills. However, technical skills become less important than human and conceptual skills as managers move up the hierarchy.

MANAGEMENT SYSTEMS

Another way to look at the manager's job is from the perspective of managing systems. A system is a set of interrelated and interdependent parts arranged in a manner that produces a unified whole. It's a concept taken from the physical sciences and applied to organizations. The two basic types of systems are closed and open. **Closed systems** are not influenced by and do not interact with their environment. In contrast, **open systems** dynamically interact with their environment. Today, when we call organizations systems, we mean open systems, that is, an organization that constantly interacts with its environment. As you can see, an organization takes in inputs (resources) from the environment and transforms or processes these resources into outputs that are distributed into the environment. The organization is "open" to its environment and continually interacts with that environment.

Systems researchers envisioned an organization as being made up of "interdependent factors, including individuals, groups, attitudes, motives, formal structure, interactions, goals, status, and authority". Using this approach, then, the job of a manager is to

coordinate the work activities of the various parts of the organization and ensure that all the interdependent parts of the organization are working together so that the organization's goals can be achieved.

In addition, the systems view of a manager's job implies that decisions and actions taken in one organizational area will affect others and vice versa.

Finally, an important part of a manager's job is recognizing and understanding the impact of the various external factors. The open systems approach recognizes that organizations are not self-contained. They rely on their environment for essential inputs and as sources to absorb their outputs. No organization can survive for long if it ignores government regulations, supplier relations, or the varied external constituencies upon which it depends.

MANAGEMENT TYPES

Managers use conceptual, human, and technical skills to perform the four management functions of planning, organizing, leading, and controlling in all organizations - large and small, manufacturing and service, profit and not-for-profit. But not all managers' jobs are the same. Managers are responsible for different departments, work at different levels in the hierarchy, and meet different requirements for achieving high performance.

1. Vertical Differences

An important determinant of the manager's job is hierarchical level. **Top Managers** are at the top of the hierarchy and are responsible for the entire organization. They have such titles as president, chairperson, executive director, chief executive officer (CEO), and executive vice-president. Top managers are responsible for setting organizational goals, defining strategies for achieving them; moni-

toring and interpreting the external environment, and making decisions that affect the entire organization. They look to the long-term future and concern themselves with general environmental trends and the organization's overall success. Today more than ever before, top managers must engage the unique knowledge, skills, and capabilities of each employee.

Middle Managers work at middle levels of the organization and are responsible for business units and major departments. Examples of middle managers are department head, division head, manager of quality control, and director of the research lab. Middle managers typically have two or more management levels beneath them. Middle managers generally are concerned with the near future and are expected to establish good relationships with peers around the organization, encourage teamwork, and resolve conflicts.

The middle manager's job has changed dramatically over the past two decades. During the 1980s and early 1990s, many organizations became lean and efficient by laying off middle managers and slashing middle management levels. Traditional pyramidal organization charts were flattened to allow information to flow quickly from top to bottom and decisions to be made with greater speed.

Today's middle manager, rather than managing the flow of information up and down the hierarchy, is responsible for creating a horizontal network, since most work is now organized around teams and projects. Strong project managers are in white-hot demand throughout the corporate world. A **project manager** is responsible for a temporary work project that involves the participation of people from various functions and levels of the organization, and perhaps from outside the company as well. Today's middle manager may work with a variety of projects and teams at the same time, some of

which cross-geography and culture as well as functional boundaries. In this environment, middle managers need new skills; the ability to inspire and motivate; negotiating skills; a willingness to listen and ability to communicate clearly; conscientiousness and integrity; and the ability to manage change and conflict.

First-line Managers are directly responsible for the production of goods and services. They are the first or second level of management and have such titles as supervisor, line manager, section chief, and office manager. They are responsible for groups of no management employees. Their primary concern is the application of rules and procedures to achieve efficient production, provide technical assistance, and motivate subordinates.

2. Horizontal Differences

The other major difference in management jobs occurs horizontally across the organization. Functional managers are responsible for departments that perform a single functional task and have employees with similar training and skills. Functional departments include advertising, sales, finance, human resources, manufacturing, and accounting. Line managers are responsible for the manufacturing and marketing departments that make or sell the product or service. Staff managers are in charge of departments such as finance and human resources that support line departments.

General Managers are responsible for several departments that perform different functions. A general manager is responsible for a self-contained division and for all of the functional departments. Project managers also have general management responsibility, because they coordinate people across several departments to accomplish a specific project.

II : MANAGEMENT YESTERDAY AND TODAY

HISTORICAL BACKGROUND

Organized endeavors directed by people responsible for planning, organizing, leading, and controlling activities have existed for thousands of years. The Egyptian pyramids and the Great Wall of China, for instance, are tangible evidence that projects of tremendous scope, employing tens of thousands of people, were undertaken well before modern times. The pyramids are a particularly interesting example. Regardless of what managers were called at the time, someone had to plan what was to be done, organize people and materials to do it, lead and direct the workers, and impose some controls to ensure that everything was done as planned.

Another example of early management can be seen during the 1400s in the city of Venice, Italy, a major economic and trade center. The Venetians developed an early form of business enterprise and engaged in many activities common to today's organizations. For instance, the Venetians had a warehouse and inventory system to monitor its contents, personnel (human resource management) functions required to manage the labor force, and an accounting system to keep track of revenues and costs.

These examples from the past demonstrate that organizations have been around for thousands of years and that management has been practiced for an equivalent period. However, two pre-twentieth-century events played particularly significant roles in promoting

the study of management.

First, in 1776, Adam Smith published a classical economics doctrine, *The Wealth of Nations*, in which he argued the economic advantages that organizations and society would gain from **the division of labor**, the breakdown of jobs into narrow and repetitive tasks. Smith concluded that division of labor increased productivity by increasing each workers skill and dexterity, by saving time lost in changing tasks, and by creating laborsaving inventions and machinery.

The second, and possibly most important, pre-twentieth-century influence on management was the **Industrial Revolution**. Starting in the eighteenth century in Great Britain, the revolution had crossed the Atlantic to America by the end of the Civil War. The major contribution of the Industrial Revolution was the substitution of machine power for human power, which, in turn, made it more economical to manufacture goods in factories rather than at home. These large, efficient factories using power-driven equipment required managerial skills.

The development of management theories has been characterized by differing beliefs about what managers do and how they should do it. In the next sections we present the contributions of four approaches. Scientific management looked at management from the perspective of improving the productivity and efficiency of manual workers. General administrative theorists were concerned with the overall organization and how to make it more effective. Then a group of theorists focused on developing and applying quantitative models to management practices. Finally, a group of researchers emphasized human behavior in organizations, or the “people” side of management.