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教育部高校工商管理类教学指导委员会双语教学推荐教材

工商管理经典教材·核心课系列

BUSINESS ADMINISTRATION CLASSICS

管理学原理

英文版·第9版

斯蒂芬·罗宾斯 (Stephen P. Robbins)

戴维·德森佐 (David A. DeCenzo) 著

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FUNDAMENTALS OF MANAGEMENT Essential Concepts and Applications

..... Ninth Edition

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总 序

随着我国加入 WTO，越来越多的国内企业参与到国际竞争中来，用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考，如何顺应这一发展潮流，推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上，双语教学在我国教育界已经不是一个陌生的词汇了，以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看，双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今，依然是有人赞成有人反对，但不论是赞成居多还是反对占上，双语教学的规模 and 影响都在原有的基础上不断扩大，且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验，不断加以改进；一些待进入者也在模仿中学习，并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言（包括英语）的环境，开展双语教学面临特殊的困难，因此，选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为，双语教学从一开始就应该使用原版的各类学科的教材，而不是由本土教师自编的教材，从而可以避免中国式英语问题，保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外，还应根据双语教学的特点和需要，适当调整教学课时的设置，合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势，中国人民大学出版社同众多国际知名的大出版公司，如麦格劳-希尔出版公司、培生教育出版公司等合作，面向大学本科生层次，遴选了一批国外最优秀的管理类原版教材，涉及专业基础课，人力资源管理、市场营销及国际化管理等专业方向课，并广泛听取有着丰富的双语一线教学经验的教师的建议和意见，对原版教材进行了适当的改编，删减了一些不适合我国国情和不适合教学的内容；另一方面，根据教育部对双语教学教材篇幅合理、定价低的要求，我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头，将目标受众锁定在大学本科生层次。本套教材尤其突出了以下一些特点：

- 保持英文原版教材的特色。本套双语教材根据国内教学实际需要，对原书进行了一定的改编，主要是删减了一些不适合教学以及不符合我国国情的内容，但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定，使本套教材既保持了学术上的完整性，又贴近中国实际；既方便教师教学，又方便学生理解和掌握。

- 突出管理类专业教材的实用性。本套教材既强调学术的基础性，又兼顾应用的广泛性；既侧重让学生掌握基本的理论知识、专业术语和专业表达方式，又考虑到教材和管理实践的紧密结合，有助于学生形成专业的思维能力，培养实际的管理技能。

● 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

● 篇幅合理，价格相对较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使我们后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明

中国人民大学商学院

Preface

Welcome to the Ninth Edition of *Fundamentals of Management*! Although much has changed in the world since *FOM* was first published in 1994, we haven't changed our commitment to providing you with the most engaging and up-to-date introduction to management paperback on the market. And how do we do this? By covering the essential concepts of management; providing a sound foundation for understanding the key issues; offering a strong, practical focus, including the latest research on what works for managers and what doesn't; and doing these with a writing style that you and your students will find interesting and straightforward.

This edition introduces a new and exciting design. We love the way it looks and the way management concepts are presented! And we hope you do, too! It's a self-contained learning package. In addition to the end-of-chapter summaries and review questions, you can choose from the chapter self-assessments, skills modules, hands-on manager's inbox exercises, and case applications. In addition, the text is supported by the most comprehensive Web site and supplement package, although your students will find the essential elements they need to understand and apply management concepts within the text itself. You have the choice about how best to use the materials: text only, online only, or text and online. It's your decision!

What Key Changes Have We Made in the Ninth Edition?

You might think that there wouldn't be much new information to put in a book...especially a Ninth Edition! But that's the great thing about a book that discusses managers and management! It's always easy to find new material just by paying attention to what's happening in the news! New issues and ideas are always confronting managers and we've made sure to cover hot topics such as social media, big data, and design thinking, to name a few.

Our biggest change in this edition is our brand new, exciting, and innovative chapter openers—a common Management Myth and how this myth is just that...a myth! Students often think that they already know a lot about management...after all, it's just common sense, right? But management isn't just common sense! When it comes to managing, much of what passes for common sense is just plain wrong. So our new chapter openers grab students' attention by introducing common Management Myths and then debunking them. We think you'll like the student discussion these "myths" and "debunking" will generate!

Another key change affects our end-of-chapter material. After listening to what you were telling us, we decided to provide you with three (yes, you read that right, THREE!) Case Applications and we've moved them back to the end of the chapter. These Case Applications are a great way to tell a current story about managers, management, and organizations *and* to involve students in assessing a situation and answering questions about "how" and "why" and "what would you do." These Case Applications cover the gamut from Google and Yahoo! to Zara and Starbucks.

Also, based on feedback you gave us, we retained our complete, self-contained section on developing management skills but *moved the skills material to the relevant chapters*. It's one thing to *know* something. It's another to be able to *use* that knowledge. The skill-building exercises included at the end of each chapter help you apply and use management concepts. We chose these 18 skills (some chapters have more than one) because of their relevance to developing management competence and their linkage to one or more of the topic areas in this book.

Finally, we've taken one section in each chapter and given it a completely new contemporary and visually appealing look. The design of this selected material will reinforce key

topics and ideas and make it easy for students to read and to know what's important from that particular chapter section. We hope you like these! They were a lot of fun for us to develop and design! Also, because today's students are accustomed to visually rich environments, we've included additional visual presentations of material throughout the chapters to help engage students with the material.

Instructor Supplements

At the Instructor Resource Center, www.pearsonglobaleditions.com/Robbins, instructors can access a variety of digital and presentation resources available with this text.

Registration is simple; contact your Pearson Sales Representative who will assign you your login information. As a registered faculty member, you can download resource files and receive immediate access to and instructions for installing course management content on your campus server. In case you ever need assistance, our dedicated technical support team is ready to help with the media supplements that accompany this text. Visit <http://247.pearsoned.com> for answers to frequently asked questions and toll-free user support phone numbers.

The following supplements are available for download to adopting instructors:

- Instructor's Resource Manual
- Test Bank
- TestGen® Computerized Test Bank (test-generating program)
- PowerPoint Presentations

Video Library

MyLab—available for instructors and students, provides round the clock instant access to videos and corresponding assessment and simulations for Pearson textbooks.

Contact your local Pearson representative to request access to either format

AACSB Learning Standards Tags in the Test Item File

Questions that test skills relevant to AACSB standards are tagged with the appropriate standard. For example, a question testing the moral issues associated with externalities would receive the ethical understanding and reasoning abilities tag from the AACSB categories. In addition, the tagged questions may help to identify potential applications of these skills. This, in turn, may suggest enrichment activities or other educational experiences to help students achieve these goals.

Student Supplements

Self-Assessment Library (S.A.L.)

If you are interested in additional self-assessments for your students, this valuable tool includes 67 individual self-assessment exercises that allow students to assess their knowledge, beliefs, feelings, and actions in regard to a wide range of personal skills, abilities, and interests. Provided scoring keys allow for immediate, individual analysis. Access is included as part of MyManagementLab.

Acknowledgments

Writing and publishing a textbook requires the talents of a number of people whose names never appear on the cover. We'd like to recognize and thank a phenomenal team of talented people who provided their skills and abilities in making this book a reality.

This team includes Kris Ellis-Levy, our senior acquisitions editor; Kelly Warsak, our project manager; Erin Gardner, our senior marketing manager; Stephanie Wall, our editor in chief; Nancy Moudry, our highly talented and gifted photo researcher; John Christiana, our talented designer, who worked so hard to make this book as visually appealing as it is; and Debbie Meyer, senior managing editor at Integra.

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Steve, Dave, and I would like to thank you for considering and choosing our book for your management course. All of us have several years of teaching under our belt, and we know how challenging yet rewarding it can be. Our goal is to provide you with the best resources available to help you excel in the classroom!

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