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美国商学院原版教材精选系列

China Student Edition

# 管理学原理

(第11版)


Eleventh Edition

PRINCIPLES OF MANAGEMENT

(美) Robert Kreitner 著

清华大学出版社



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Robert Kreitner  
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# 出 版 说 明

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为了适应经济全球化的发展趋势,满足国内广大读者了解、学习和借鉴国外先进管理经验和掌握经济理论前沿动态的需要,清华大学出版社与国外著名出版公司合作影印出版一系列英文版经济管理方面的图书。我们所选择的图书,基本上是已再版多次、在国外深受欢迎,并被广泛采用的优秀教材,绝大部分是该领域中较具权威性的经典之作。在选书的过程中,我们得到了很多专家、学者的支持、帮助和鼓励,在此表示谢意!

根据我国的教学实际情况,我们在影印过程中删掉了第5章“管理的社会和道德责任 (Management's Social and Ethical Responsibilities)”。我们在采用原书页码的同时,还按顺序编制了新的页码,望读者予以注意。

由于原作者所处国家的政治、经济和文化背景等与我国不同,对书中所持观点,敬请广大读者在阅读过程中注意加以分析和鉴别。

我们期望这套影印书的出版对我国经济科学的发展能有所帮助,对我国经济管理专业的教学能有所促进。

欢迎广大读者给我们提出宝贵的意见和建议,同时也欢迎有关的专业人士向我们推荐您所接触到的国外优秀图书。

清华大学出版社

# 英/双语教学的成功路径与商科英文原版教材的效用

(代序)

在我国高校,用英语或双语教授专业课程(以下简称:英/双语教学)始于改革开放引进热潮,历经30年,虽发展不快,仍在缓慢推进。20世纪80年代,改革开放后留学归来的教育界学者们不仅引进了各学科先进的研究成果,也随之引进了西方高校的教材。以清华大学出版社为领军的国内出版社适时地引进了西方优秀教材的影印版,推动了一些高校开始在专业课程中开展英/双语教学。2007年以来,国家教育工程质量工程专设的“国家高校双语教学示范课程建设点”的评定项目被视为政府教育发展的政策风向标,正有力地推动着高校英/双语教学的发展。

但对英/双语教学的必要性,我国高校内部一直争议不断。争议首先围绕着中国人用英语教学的必要性。在公认英语是目前世界通用语言的前提下,英/双语教学的必要性取决于我国高校师生是否有必要及时汲取世界最新的知识和研究成果。答案是不言而喻的。况且英/双语教学省却了翻译过程,可以避免常见的信息减损和曲解问题。不过,信息发布者——教师的英语演讲能力和信息接收者——学生的英语解读能力不足又成为开展英/双语教学的障碍。因而常见的反对意见是,开展英/双语教学,课堂教学内容就会缩水,因为讲授者和听众都得花费精力和时间解译内容。如此看来,我国开展英/双语教学的高校教师必须应对挑战,洞察在我国现有条件下用英文原版教材开展英/双语教学的利和弊,并找到可行的扬长避短的路径。

在经济开放和全球化的大趋势推动下,我国中小学英语教学分量加重,英语普及程度逐年提高,高校新生的英语基础愈益扎实;教师的英语能力也随着师资的新陈代谢而日见增强。这一趋势无疑在为英/双语教学营造越来越有利的条件。尽管如此,不同于以英语为主要语言或官方语言的一些国家,英语在我国的普及率仍较低。在青少年中,英语的普及程度和英语应用能力还仅处于初级水平;高校中能用英语演讲的教师尚属少数,且熟练程度还有待大幅提高。这样的师生英语基础,使得英/双语教学面临巨大的挑战。

同时,在多数的中国高校课堂里,教学任务多被视为逐章讲解某本教材的内容。本土中文教材通常是400~500页的32开本,含理论框架、主要知识点、计算方法和习题,但案例和故事不在其中,多由教师在讲解时添加,以演示和诠释理论要点。迄今仍然普遍盛行的“填鸭式”、“满堂灌”的传统教学法侧重于传授知识,从多数评教指标可见,只要学生感觉教师讲得精彩、有条理、能解惑,就算教学成功。

而引进的国外教材篇幅通常较长,16开大本,500~800页。习惯于上述传统教学法和评价标准的人们自然会产生一个疑问:在有限的课时内,这么厚的教材,怎么讲得完?其实,发达国家多数高校对学生阅读量的要求远远大于我国高校(即使是中文课本和资料),名校更是如此。它们的教材不仅涵盖理论框架和基本概念,而且富含长短不一、详简各异的演示性案例、故事和大量习题,总之它便于学生自学。课堂讲解只占一半课时,其余课时常被用于师生讨论和互动。于是,教师的讲解主要是勾勒理

论框架,阐释重点和难点,还需针对事先布置的阅读资料和讨论题,引导学生展开讨论。可见,大厚本的教材适合于能力培训教学法。两者相辅相成,致力于调动学生的主动性:他们必须大量阅读和思考,才能在课堂上有上好的表现,真正成为学习的主人。结果,他们的能力获得了必要和切实的磨炼。

由此可见,英/双语教学不只是教学语言的改变,它可以达到三重效用:传授专业知识;传授英语知识;同时训练专业方法和英语的应用技能。也因此,一些非英语国家的高校不惜成本,开展英/双语教学,使用与之相配的教材。对我国高校来说,要想成功开展英/双语教学,恐怕首先需要改变传统的教育思想和教学方法。换言之,如果高校想要使教育、教学接近世界先进水准,用英文原版影印教材开展英/双语教学是有效的途径。

迄今为止,原版英文教材的缺点也很明显。鉴于发达国家的作者是以其母国为背景,多数教材不涉及中国国情。教师必须在教学中紧密结合中国国情,提供相关案例、资料和思考讨论题,适时引导师生思辨现有理论的普适性,激励师生发现和创作适合我国国情的经济学、管理学、营销学规律。在我国作者编写和出版足量的优质英文教材之前,这些额外的工作必须由开展英/双语教学的教师来承担。

古今中外,成才之士都乐于阅读和探索,而这种氛围却在当今我国的大学校园里愈见淡化。加之中国学生相对薄弱的英语基础,目前英/双语教学仍面临很大的挑战:“填鸭式”的讲授与之相悖;仅靠课堂讲授和互动也很难奏效。但如能培养学生阅读和探索真理的兴趣,并营造一个全方位的孵化温床或生态环境,英/双语教学是有望成功的。根据能力培育过程的所需,这个生态环境包含师生对教育、教学的共识,好学求知的校风,富有挑战和师生互动的课堂教学,从课外讲座、项目操作到校园竞赛等第二课堂活动,便于师生交流的校园互联网等。

要做到这些,教师亟待与时俱进。随着师资的年轻化和高学历化,如今年轻教师的英语基础更好。但逆水行舟,不进则退。英语能力的进退取决于使用频率的多寡,其实英/双语教学过程既是加强英语使用、提高英语能力,也是汲取世界新知的最佳机会。不过,这一过程通常比用汉语教学的付出大得多,且因学生也需成倍地付出,英/双语教学的课程不容易像汉语教学课程那样容易在短期内获得学生的好评。因此给予英/双语教学的教师足够的激励成为生态环境的首要组成部分;缺乏对教师的足够激励,上述英/双语教学的生态环境就无法营造。

诚然,在教育体制和环境不够理想的情况下,教师和学生仍然有个人自训和奋斗的条件。英语原版教材影印版在我国的出版和更新就是对英/双语教学的及时支持。清华大学出版社近期又有一批英文原版影印教材出版,相信必将更进一步推动英/双语教学的发展。如今,已有一些本土高校的教师与英语国家的教师合著英文教材;在可见的将来,还会有中国教师编写发行到世界各地的英文教材。总之,及时用好英文原版影印教材,编写优质的英文教材是我国高校教师的历史责任。

愿英/双语教学的师资队伍愈益壮大,愿英/双语教学更加有力地推动我国教学方法与国际接轨,愿我国高校各级学生在英/双语教学中受益良多,茁壮成长!

对外经济贸易大学  
傅慧芬

# PREFACE

**T**oday's managers face a complex web of difficult and exciting challenges. A global economy in which world-class quality is the ticket to ride, increased diversity in the work force, new technologies and e-business, and demands for more ethical conduct promise to keep things interesting. As trustees of society's precious human, material, financial, and informational resources, today's and tomorrow's managers hold the key to a better world. A solid grounding in management is essential to successfully guiding large or small, profit or non-profit organizations in the twenty-first century. *Management*, Eleventh Edition, represents an important step toward managerial and personal success in an era of rapid change. It is a comprehensive, up-to-date, and highly readable introduction to management theory, research, and practice. This eleventh edition is the culmination of my thirty-six years in management classrooms and management development seminars around the world. Its style and content have been shaped by interaction with thousands of students along with many instructors, reviewers, editors, and managers. All have taught me valuable lessons about organizational life, management, and people in general. Organized along a time-tested functional/process framework, *Management*, Eleventh Edition, integrates classical and modern concepts with a rich array of contemporary real-world examples, cases, captioned photos, and Interactive Annotations.

## NEW TOPICS AND A NEW LOOK

Many changes have been made in response to feedback from students, colleagues, and managers who read the previous edition and in reflection of the latest trends in management thinking. **There are 926 source material references throughout this new edition dated 2007.**

### Significant Changes and Improvements

These significant improvements can be found in the eleventh edition of *Management*:

- The book has been **shortened** from 17 to 16 chapters.
- **Organizational theory, design, effectiveness, and cultures are now covered in one chapter** (Chapters 9 and 10 in the prior edition are now covered in Chapter 9).
- **Chapter 9** is now titled Organizations: Effectiveness, Design, and Cultures.
- Chapters 11–17 in the prior edition have been **renumbered to 10–16**.
- A **new two-column text format** and fresh interior design make this new edition very readable, accessible, and user-friendly.
- More extensive **ethics** coverage includes a **new in-text boxed feature in every chapter** titled **Ethics: Character, Courage, and Values** (each box includes a **discussion question**).
- **Fifteen** of the 17 **Ethics boxes are new** to this edition.
- All 16 **chapter-opening cases are new** to this edition (answers to all of the discussion questions are in the *Instructor's Resource Manual*).

- **Ninety-one** of the 133 (68%) **Interactive Annotations** in the margins are **new** (responses to every one of them are in the *Instructor's Resource Manual*).
- The in-text **boxed features** have been **renamed** Valuing Diversity, Window on the World, Best Practices, and Ethics: Character, Courage, and Values.
- **Three** of the seven **Valuing Diversity** boxed features throughout the text are **new**.
- **All** five of the **Window on the World** boxed features throughout the text are **new**.
- **Three** of the five **Best Practices** boxed features throughout the text are **new**.
- **End-of-chapter activities** have been renamed **Manager's Toolkit** (two are new) and **Action Learning Exercise** (one is new).
- **Seven** of the 16 **chapter-closing cases** are **new** (answers to all of the discussion questions are in the Instructor's Resource Manual).
- There are eight new **cartoons**.
- All **vital statistics** have been **updated** (e.g., demographics, global economy, job outlook, female executives, small businesses).
- **New and/or improved coverage** includes Internet transactions, glass ceiling data, nine cultural competencies, business ecosystem in action, e-Business, and tips for managing a virtual team.

## COMPLETE HARMONY WITH AACSB INTERNATIONAL'S REVISED ACCREDITATION STANDARDS

AACSB International (The Association to Advance Collegiate Schools of Business), the leading accrediting organization for business, management, and accounting programs, revised its Standards for Business Accreditation in 2003. Rather than specifying what courses need to be taught, AACSB now emphasizes mastery of knowledge and skill areas. These "learning outcomes" (cross-referenced to key chapters in *Management*, Eleventh Edition) include:

- Communication abilities (chapters 11, 12, 13, 14, and 15)
- Ethical understanding and reasoning abilities (chapters 1, 3, and 5)
- Analytic skills (all chapters especially chapter 6 and Action Learning Exercises following every chapter)
- Use of information technology (chapters 1, 7, and 11)
- Multicultural and diversity understanding (chapters 3, 4, and 10)
- Reflective thinking skills (all chapters, especially chapter 8)

*Source for list:* [http://www.aacsb.edu/accreditation/process/documents/AACSB\\_STANDARDS\\_Revised\\_Jan08.pdf](http://www.aacsb.edu/accreditation/process/documents/AACSB_STANDARDS_Revised_Jan08.pdf) (p. 15)

**Learning objectives** at the beginning of each chapter and answered in the chapter summary make this entire textbook **"outcome-focused."**

Moreover, topical coverage in *Management*, Eleventh Edition, aligns very closely with AACSB International's list of "management-specific knowledge and skills." Among them are: "Ethical and legal responsibilities in organizations and society; Creation of value through the integrated production and distribution of goods, services, and information; Group and individual dynamics in organizations; Information technologies as they influence the structure and processes of organizations and economies, and as they influence the roles and techniques of management; Domestic and global economic environments of organizations." (*Source:* Ibid., pp. 15–16.)



# MAJOR THEMES

The study of management takes in a great deal of territory, both conceptually and geographically. Therefore, it is important for those being introduced to the field to have reliable guideposts to help them make sense of it all. Four major themes guiding our progress through the fascinating world of management are change, skill development, diversity, and ethics and green practices.

## An Overriding Focus on Change

It may be a cliché to say “the only certainty today is change,” but it is nonetheless true. The challenge for today’s and especially tomorrow’s managers is to be aware of *specific* changes, along with the factors contributing to them and their likely impact on the practice of management. Change has been woven into the fabric of this new edition in the following ways:

- Under the heading of “The Changing Workplace,” each chapter-opening case introduces students to real-world managers and changes at large and small, domestic and foreign organizations (all 16 opening cases are new to this edition).
- Chapter 1 profiles twenty-first-century managers and ten major changes in the practice of management.
- Chapter 2 provides an overview of the Internet and e-business revolution.
- Chapter 3 is entirely devoted to the changing social, political/legal, economic, and technological environment that management faces. Workplace demographics document the changing face of the work force. The innovation process is explained.
- Chapter 4 discusses the growth of global and transnational corporations and how to adapt to cross-cultural situations.
- Chapter 6 covers project planning/management, underscoring the ad hoc nature of today’s workplaces.
- Chapter 7 has an updated section titled “E-business Strategies for the Internet,” including seven basic Internet business models.
- Chapter 8 discusses knowledge management as a strategic tool for better decision making.
- Chapter 9 describes the new virtual organizations.
- Chapter 10 covers the concept of “human capital” and features Pfeffer’s seven people-centered practices.
- Chapter 11 covers blogs, social networking, e-mail, text messaging, cell phone etiquette, videoconferencing, and telecommuting.
- Chapter 13 covers virtual teams and how to build them.
- Chapter 14 covers emotional intelligence, a vital trait for adaptable managers and leaders.
- Chapter 15 offers comprehensive treatment of change, resistance to change, and how to bring about unofficial grassroots change.
- Chapter 16 covers the timely topic of crisis management.

## Emphasis on Skill Development

Managers tell us they want job applicants who know more than just management theory. They value people who can communicate well, solve problems, see the big picture, and work cooperatively in teams. Consequently, this edition has a very strong skills orientation.

- **Manager’s Toolkit** sections at the end of each chapter teach students how to manage their career, stay current with management literature, help women break the glass ceiling, take a foreign business trip, behave ethically around the world, write a new business plan, reengineer the organization, construct a fishbone diagram (for problem finding), demonstrate initiative, successfully handle a job interview, give feedback, manage stress,

use cooperative conflict to avoid groupthink, empower employees, constructively express anger, and avoid public-relations problems in a crisis.

- **How-to-do-it instructions** are integrated into the text for the following skills and tasks: preparing employees for foreign assignments, examining the ethics of a business decision, using management by objectives (MBO), constructing flow charts and Gantt charts, building a PERT network, performing a break-even analysis, writing planning scenarios, making decisions, avoiding decision-making traps, managing creative people, avoiding layoffs, delegating, cellphone etiquette, interviewing, discouraging sexual harassment, communicating via e-mail, participating in a videoconference, listening, writing effectively, running a meeting, using rewards, making employee participation programs work, curbing organizational politics, preventing groupthink, building trust, modifying behavior, managing change, overcoming resistance to change, managing conflict, negotiating, using Deming's Plan-Do-Check-Act cycle, and improving product and service quality.
- **Best Practices boxes** distributed throughout the text (3 of the 5 are new) describe how real managers are dealing with real problems.
- **Managers-in-Action Videos**, following each major part of the text, emphasize the development of essential management skills and focus on topics such as managing customer service, being an entrepreneur, shaping organizational culture, motivating, leading, and managing quality.

## Emphasis on Diversity

Labor forces and customers around the globe, particularly in the United States, are becoming more diverse in terms of national origin, race, religion, gender, predominant age categories, and personal preferences. Managers are challenged to manage diversity effectively to tap the *full* potential of *every* individual's unique combination of abilities and traits. The following diversity coverage and themes can be found in this edition:

- Seven boxed features (three new) throughout the text, titled **Valuing Diversity**, focus needed attention on women as top executives, dealing with religion in the workplace, bias in decision making, global diversity, Native American empowerment, and how to change the organization's culture by being a "tempered radical."
- Women play important managerial roles in the chapter-opening cases for Chapters 2, 7, 9, 10, 12, 15, and 16 and the chapter-closing cases for Chapters 1, 3, 10, 12, and 13.
- A diverse selection of individuals is featured in cases, boxes, examples, and photos.
- Chapter 1 describes the demand for multilingual and multicultural managers.
- Chapter 3 includes a section on managing diversity.
- Chapter 4 discusses managing across cultures and emphasizes the importance of learning foreign languages. Chapter 4 also describes the work goals and leadership styles in different cultures.
- Chapter 8 describes different information-processing styles and how to manage creative individuals.
- Chapter 10 discusses moving from tolerance to appreciation when managing diversity. It also covers equal employment opportunity, affirmative action, the Americans with Disabilities Act (ADA), and how to develop policies for sexual harassment and substance abuse.
- Chapter 12 discusses how to motivate a diverse work force and provides coverage of the U.S. Family and Medical Leave Act (FMLA).
- Chapter 13 includes major coverage of teamwork.
- Chapter 14 discusses women and the use of power as well as different leadership styles.
- Chapter 15 discusses *cooperative* conflict and describes different conflict resolution styles.

## Emphasis on Ethics and Green Practices

Simply put, society wants managers to behave better. Ethical concerns are integrated throughout this edition, as well as featured in Chapter 5. Ethical coverage is evidenced by:

- Seventeen (15 new) **Ethics: Character, Courage, and Values** boxes throughout the text (each box contains a **discussion question**)
- Offshoring of jobs controversy (Chapter 1)
- Discussion of management's ethical reawakening (Chapter 1)
- Ethical aspects of e-commerce (Chapter 7)
- Value judgments in decision making (Chapter 8)
- Is Wal-Mart an ethical organization? (Chapter 9)
- Ethical implications of blogs and social networking (Chapter 11)
- Ethical implications of group norms and avoiding groupthink (Chapter 13)
- Greenleaf's ethical "servant leader" (Chapter 14)
- Covey's ethical win-win negotiating style (Chapter 15)
- **Environmentalism**, efficient use of resources, sustainability, and recycling are an "ethical green thread" running throughout *Management*, Eleventh Edition, including dozens of **green practices** covered in examples, cases, boxes, and exercises

## AN INTERACTIVE TEXTBOOK

Active rather than passive learning is the preferred way to go these days. As well it should be, because active learning is interesting and fun. This textbook employs two interactive-learning strategies: Web-linked interactive annotations and action learning exercises.

### Interactive Annotations

This feature, unique to *Management*, was introduced in the seventh edition. The idea was to link the textbook and the Internet to create a dynamic, instructive, and interesting learning tool. In short, we wanted to make the textbook come alive. This pedagogical experiment has been a great success. (In fact, students say they read the annotations first when turning to a new page.) Consequently, there are **133 interactive annotations** in this eleventh edition (91 are new and some have been updated) that integrate timely facts, provocative ideas, discussion questions, and back-to-the-opening-case questions into the flow of the book.

Answers and interpretations for the annotations are provided in the *Instructor's Resource Manual* and on the Instructor Web site.

At the instructor's discretion, many of the annotations provide stimulating opportunities for cooperative learning. Valuable new insights are gained and interpersonal skills are developed when students work together in groups and teams.

### Action Learning Exercises

There is one Action Learning Exercise at the end of each chapter. These exercises strive to heighten self-awareness and build essential managerial skills. The exercises can be completed alone or in cooperative-learning teams. Each exercise is followed by a set of questions for personal consideration and/or class discussion. The 16 Action Learning Exercises include: an entrepreneur's quiz, open-system thinking and recycling, rating the probability of futuristic predictions, a cultural-awareness survey, a personal values survey, how to write good objectives and plans, doing a strategic SWOT analysis, a creativity test, an organizational culture assessment, a field study on organization structure and design, writing behavioral interview questions, communicating in an awkward situation, a quality-of-



worklife survey, a management teamwork survey, an emotional intelligence (EQ) test, managing a conflict, and measuring service quality.

## SUCCESSFUL PEDAGOGICAL STRUCTURE FOR STUDENTS

As with the previous edition, pedagogical features of the text, along with student ancillaries, make *Management*, Eleventh Edition, a complete and valuable learning tool—one that will satisfy the needs of both students and professors. This is demonstrated by the following:

- Chapter learning objectives at the beginning of each chapter focus the reader's attention on key concepts.
- Key terms are emphasized in bold where first defined, repeated in marginal notes, and listed at the close of each chapter (with page numbers) to reinforce important terminology and concepts.
- A stimulating photo/art program and an inviting, user-friendly layout make the material in this edition visually appealing, accessible, and interesting. Captioned color photographs of managers in action and organizational life enliven the text discussion.
- In-text examples and boxes with four different themes—ethics, global management, diversity, and best practices—provide students with extensive, interesting real-world illustrations to demonstrate the application and relevance of topics important to today's managers.
- Clear, comprehensive chapter summaries refresh the reader's memory of important material.
- Cases at the beginning and end of each chapter provide a real-world context for handling management problems. Twenty-three (72 percent) of the cases in this edition are new.
- A Manager's Toolkit section follows each chapter to give today's and tomorrow's managers practical tools for the twenty-first-century workplace.
- An Action Learning Exercise follows each chapter to provide interactive and experiential learning.
- A "Test Prepper" at the end of each chapter provides a handy self-quiz with 10 true-false and 10 multiple-choice items. An answer key is provided at the end of the book.
- Managers-in-Action Videos at the end of each part foster experiential learning by providing real-world exposure to key managerial skills.

## ACKNOWLEDGMENTS

Countless people, including colleagues, students, and relatives, have contributed in many ways to the many editions of this book. For me, this project has been a dream come true; it is amazing where life's journey leads when you have a clear goal, the support of many good people, and a bone-deep belief in the concept of continuous improvement. Whether critical or reinforcing, everyone's suggestions and recommendations have been helpful and greatly appreciated.

While it is impossible to acknowledge every contributor here, some key people need to be identified and sincerely thanked. I particularly appreciate the help and thoughtful comments of my colleague, co-author, and good friend, Professor Angelo Kinicki. I am grateful for the cornerstone reviews of earlier editions by Professors Jack L. Mendleson and

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