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工商管理经典教材·核心课系列

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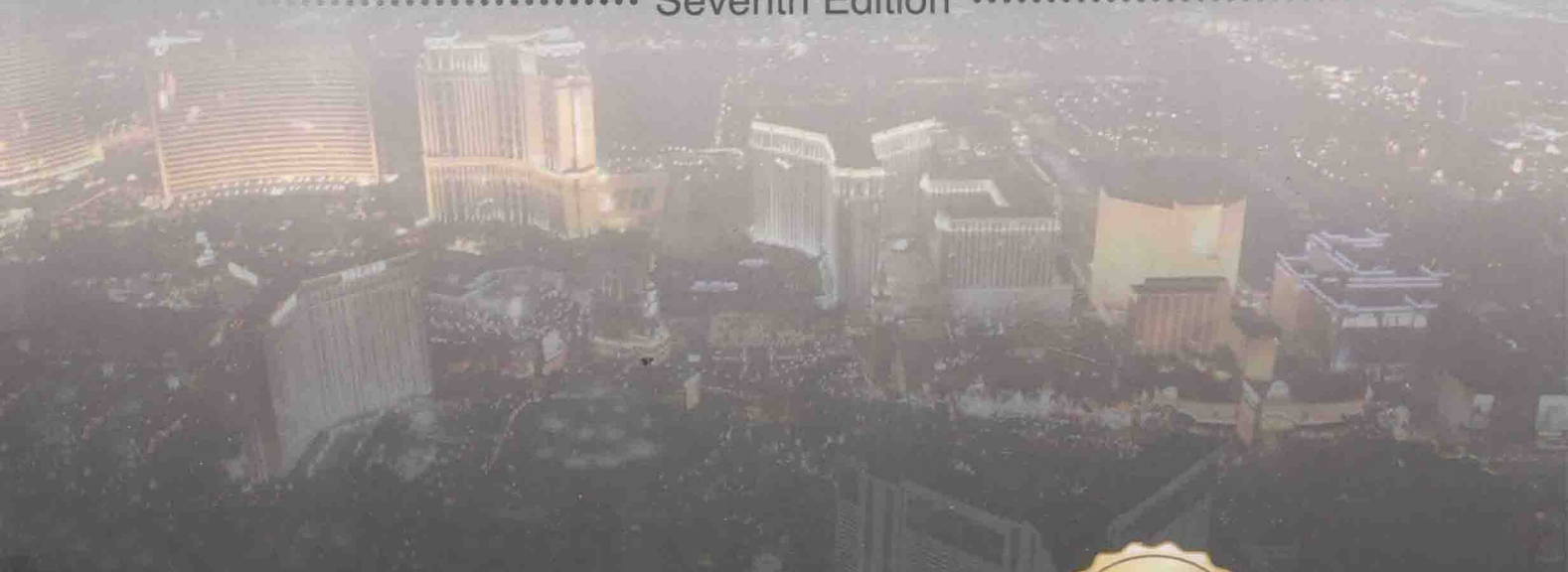
# 管理学原理

英文版·第7版

斯蒂芬·P·罗宾斯 (Stephen P. Robbins)  
 戴维·A·德森佐 (David A. Deçenzo) 著  
 玛丽·库尔特 (Mary Coulter)  
 高俊山 改编

## FUNDAMENTALS OF MANAGEMENT

..... Seventh Edition .....



 中国人民大学出版社



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ALWAYS LEARNING ALWAYS LEARNING ALWAYS LEARNING

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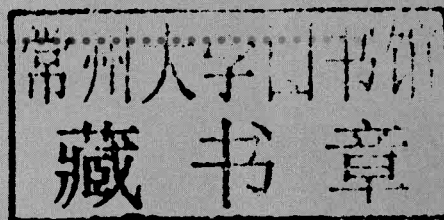
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# 总 序

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，双语教学的规模和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

# 改编者的话

美国圣迭戈州立大学的斯蒂芬·P·罗宾斯(Stephen P. Robbins)教授是一位博学多产的管理学畅销教材作者,他编写的管理学和组织行为学教材体系完整、内容丰富、贴近时代、注重应用、语言生动,读者遍布全球,其中最具代表性的《管理学》和《组织行为学》的中译本在我国多年畅销不衰。这本《管理学原理》简明扼要,在有限的篇幅里,系统完整地介绍了一般管理学的核心内容。通过设问的方式编排章节,引导读者直接切入关键知识点,章后的内容小结、思考题、个性测试、行动指南和综合案例等助学资料为读者加深理解基本概念和提高分析实际管理问题的能力提供了练习材料。此外,该书图文并茂,简洁悦目,要点突出,比较适合我国经济管理类本科生双语教学使用。

呈现在读者面前的是第7版,与前一版相比,整体结构没有变化,但内容和编排方式都作了很大的改动,这些改动在本书前言中做了很详细的介绍,此处不再赘述。我们的改编遵循上一版的原则,除了删除原著第IV篇中关于个体和团组行为的两章外,不对章节内部做任何改动,这样做的原因是希望在满足我国的本科生管理学基础的教学需要和适应学生的阅读能力及经济条件前提下,尽可能在整体上保持原著的完整性。值得一提的是,本书保留了原著的注释,希望使用本书的教师和学生都能充分利用这一宝贵的资源。国外教材篇幅较大,除了因为要提供丰富的助学材料和背景资料,提供比较详尽的文献来源和评注以及作者、机构、术语等多种检索途径的索引工具也是重要的原因。这些辅助性的“小配件”其实是一本优秀教材非常重要的组成部分,比如参考文献,一方面体现教材编写者对原创成果的尊重,另一方面也为想要了解有关内容的具体细节的读者提供方便。我们的学生往往只会“死”读书,只会记住教材正文中的标准答案,而不善于进一步扩充知识,开展主动的探索性学习,可能也与教材中缺乏这样的工具有关。所以,希望本书的读者,不论是教师还是学生,都能看一看书后的注释,如果有可能还可以尝试根据文献和索引的指导去浏览一下那些原始资料和编著者推荐的扩充材料,这不仅会加深你对有关内容的理解,也会开阔你的眼界,有利于接触研究与实践的前沿。

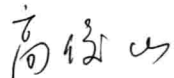
本改编版删除了原著中关于个体及团组行为的两章(Chapter 8: Foundations of Individual and Group Behavior, Chapter 9: Understanding Work Team),主要出于两方面的考虑:一是我国的经济管理类专业大多单独开设组织行为学方面的课程,有专门的书籍和教材,包括罗宾斯本人编著的各种版本的《组织行为学》及其译本,对这部分内容有更详尽和深入的讨论;二是这部分内容相对比较独立,同书中其他部分关联性不大,不影响管理学知识体系的完整性,某种意义上还使其结构框架更加明晰。书中其他部分涉及的一些个体与团组行为方面的知识,读者不难从相关的书籍中找到,教学过程中教师也可以做临时的补充。

经常有从事教学的同行谈起,内容取舍是使用国外教材的难题之一,特别是在本科生层面,能找到的国外的教材量比较大,而我们的学生和教师又都习惯于讲课



内容与教材一致。我们从2001年起在本科生中开展“管理学原理”双语教学，一直使用的就是罗宾斯教授的这本教材，开始也被这个问题困扰，当时是第2版，有16章和两个附录（即现在的Modules），全部都讲，每周完成一章，学生和教师都非常紧张。这么多年下来，得到的一个经验是要舍得放弃。现在，我们每周3个学时讲一个学期，内容范围包括本改编版的第1, 3, 4, 5, 6, 8, 9, 10, 11, 12章，共10章，平均两周完成一章。省略的两章主要是当前管理实践所面临的挑战（管理环境与变革和创新），这样处理既能够保证管理学的基本内容和体系的完整性，也适应了本科学生缺乏管理经验和社会经历的特点，一些相关的重要观念和发展动态则可在其他部分的教学中间接带一下。换句话说，我们认为对于本科生和初级的读者而言，这10章内容应该就是本书的基本内容。

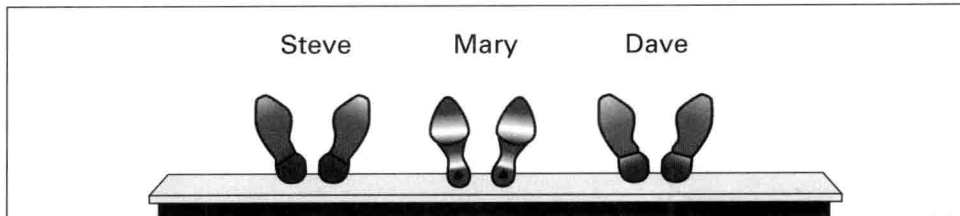
希望经过改编的这本教材能够得到广大师生和其他读者的欢迎和喜爱，也欢迎使用本书的教师和学生与我们交流教与学的经验和体会（联系方式：gaoj@ustb.edu.cn）。



北京科技大学经济管理学院

# A Short Note to Students

## Get Experienced!



While we have your “first-page” attention, we want to ask you a few important questions.

1. Did you ever wish you could experience a course in a way that best suits your learning style and your schedule?
2. Wouldn't it be nice to take a chapter pretest and find out exactly what you know or don't know?
3. How would you like to create your own study plan, one that lets you monitor your own learning progress, where—at a glance—you could see exactly which topics you need to review?
4. Did you ever wish that you could have this study plan linked to a variety of interactive content to help you learn the material, including a posttest to see if you actually did learn!
5. What about having it all online 24/7?

If you answered *Yes* to any of the above, then **mymanagementlab.com**, the online homework tool that accompanies this book, is for you. It was built with your course and your unique learning style in mind. No complicated registration, no complicated interface, just a straightforward, read it, learn it, and experience it homework tool.

**mymanagementlab.com** gives you the chance to learn management concepts and principles by creating your own experience.

- ▶ Read this textbook.
- ▶ Take a chapter pretest.
- ▶ Find out exactly where you need to focus your learning.
- ▶ Review concepts online with interactive simulations, e-book, PowerPoints, and more.
- ▶ Take a chapter posttest (as many times as you need to, in order to learn the concepts).

## Go ahead. Get experienced.

Good luck this semester and we hope you enjoy reading this book as much as we did writing it for you.

*Steve Robbins    Mary Coulter    Dave De Cenzo*



# Preface

You've made a good decision! You're taking a college course . . . maybe more than one. Although it may sometimes feel like you're wasting your time being in college, you're not. Yes, it's expensive. Yes, it's even hard sometimes. But what you're doing now *will* pay off in the long run. In a recent survey of job seekers, a whopping 92 percent said that a major disadvantage in competing for jobs was not having taken college courses. But that won't be you because you *are* enrolled in a college course—the course for which you've purchased this book.

## What's New in the Seventh Edition?

You might not think that there could be too much new to put in a book . . . especially a seventh 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! (Paying attention to the news is a good habit for you to develop, as well!) There are always new issues and ideas confronting managers. Take a look at some of the new “things” we've included in this book:

### ► NEW author

- Mary Coulter has joined the author team bringing her extensive experience in the classroom and her “user-friendly” point of view to this edition. Already author of the successful text *Strategic Management in Action, 5e*, Mary has focused on working the new edition into a more engaging, up-to-date, and visual format to motivate students.

### ► NEW content and design

- New “Entrepreneurship Module,” putting all the information on entrepreneurship in one compact location.
- Revamped “Managing Your Career” module now includes a section on challenges of a weak economy.
- Revamped “History Module” includes a new visual timeline of the history of management.
- New “From the Past to the Present” chapter feature connects management history to the present.
- New “Managing Diversity” chapter feature focuses on diversity issues facing new managers.
- New “Technology and the Manager's Job” chapter feature discusses how technology is changing the manager's job.
- New “And the Survey Says” chapter feature presents survey findings about managers, employees, and workplaces.
- New end-of-chapter materials including self-assessment exercise; “For Your Immediate Action” exercise, simulating a manager's electronic in-box; and new cases.

### ► NEW [mymanagementlab.com](http://mymanagementlab.com)

- [mymanagementlab](http://mymanagementlab.com) is a powerful online tool that combines assessment, reporting, personalized study, and a complete Robbins ebook to help both students and instructors succeed. In particular, [mymanagementlab](http://mymanagementlab.com) supports more active learning styles, involving students as they study management and prepare for tests and quizzes. [Mymanagementlab](http://mymanagementlab.com) also contains key video, testing, and other support resources that offer instructors many ways to enliven their classroom and save time—all in one convenient place.

### ► NEW videos

- Up-to-date videos showing management topics in action, as well as access to the complete management video library, will be available at [www.managementlab.com](http://www.managementlab.com). Visit there to gain access and learn more.

- ▶ Biz Tube—updated in mymanagementlab every month are current and relevant videos with discussion questions for use in class.
- ▶ Updated company videos addressing specific topics in the book.
- ▶ **NEW Test Item File**
  - ▶ Completely revised and accuracy-checked test item file, including AACSB tagging and instructor assignment feedback for each question.
- ▶ **NEW purchasing options**
  - ▶ This book is available in a variety of formats created to meet the needs of students, including Student Value Editions, eBooks, print upgrades, and even the ability to customize materials.

## What This Course Is About and Why It's Important

This course and this book are about management and managers. Managers are one thing that all organizations—no matter the size, kind, or location—need. And there's no doubt that the world that managers face has changed, is changing, and will continue to change. The dynamic nature of today's organizations means both rewards *and* challenges for the individuals who will be managing those organizations. Management is a dynamic subject, and a management textbook should reflect those changes to help prepare you to manage under the current conditions. Thus, we've written this seventh edition of *Fundamentals of Management* to provide you with the best possible understanding of what it means to be a manager confronting change.

## What's Expected of You in This Course?

It's simple. Come to class. Read the book. Do your assignments. And . . . study for your exams. If you want to get the most out of the money you've spent for this course and this textbook, that's what you need to do. In addition to writing this book, we teach. And that's what we expect of our students.

## Getting the Most Out of Your Textbook: How Can I Get a Good Grade in This Course?

Professors use a textbook because it provides a compact source of information that you need to know about the subject material. Professors like to use this particular textbook because it covers the fundamental (essential) concepts of management and does so with a writing style that readers (that's you) will find interesting and straightforward.

In addition to the discussions and explanations of these management concepts, we provide several ways to help you work to get a good grade in this course. At the end of each chapter, you'll find a "Chapter Summary," which provides you with a brief overview of the chapter material organized by the chapter learning outcomes. In addition to this review, you'll find options for applying what you've learned—reinforcing the concepts and seeing how they're relevant to you right now. The "Understanding the Chapter" material is a great way for you to see if you really do understand the chapter material. Then, take a look at yourself in the "Understanding Yourself" section. Complete the self-assessment exercise to learn more about yourself and what your management style might be like. In the FYIA ("For Your Immediate Action") section, you get to "be" a manager and decide how to respond to an urgent management problem. Then, read through the "Case Application" you'll find at the end of the chapter. These stories come from today's business news and help illustrate the challenges managers face in managing. Your professor may even assign some of these as homework. Finally, utilize the MyManagementLab. It's a great tool and one that will help you learn and understand the management concepts covered in this book and in your class. Good luck in this course! Enjoy and GOOD MANAGING!

## Student Supplements

### MyManagementLab PEARSON mymanagementlab

MyManagementLab ([mymanagementlab.com](http://mymanagementlab.com)) is an easy to use online tool that personalizes course content and provides robust assessment and reporting to measure student and class performance. All the resources you need for course success are in one place—flexible and easily adapted for your course experience. Some of the resources include an e-book version of all chapters, quizzes, video clips, and PowerPoint presentations that engage students while helping them to study independently.

## 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 Kim Norbuta, our acquisitions editor; Judy Leale, our senior managing editor; Nikki Jones, our marketing manager; Claudia Fernandes, our editorial project manager; Kathie Foot, our amazing designer; Eric Svendsen, our editor in chief; Sally Yagan, our editorial director; and Nancy Moudry and Sheila Norman, our gifted photo researchers.

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### Contributors

Holly Ng, *City University of Hong Kong*

Anna Tsui, *Chinese University of Hong Kong*

### International Reviewers

Omar Belkhdja, *American University of Sharjah*

Karen Lee, *Hong Kong University of Science and Technology*

Hesham Magd, *Prince Mohammad bin Fahd University*

Lii Chong Tan, *Singapore Polytechnic*

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