

# 管理学

满足和超越顾客期望

(第六版)

Management  
Meeting and Exceeding  
Customer Expectation

(Sixth Edition)

(英文版)

Warren R. Plunkett  
Raymond F. Attner

世界财经与管理教材大系



东北财经大学出版社

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管 理 系 列 · 英 文 版

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Sixth Edition

沃伦·R. 普拉克特 合著  
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## 出版者的话

但凡成事，均缘于势。得势则事成，失势则事不顺。顺势而行，如顺水行舟；借势而动，如假梯登高；造势而为，如太空揽月。治学、从政、经商、置业，均不可一日失势。势者，长处、趋势也。

今日中国，是开放的中国；当今世界，是开放的世界。改革开放，大势所趋，势不可挡。经济开放、文化开放、政治开放，世界需要一个开放的中国，中国更要融入开放的世界。借鉴国际惯例，学习他人之长，已经到了不可不为之时。

借鉴国际惯例，学习他人之长，已属老生常谈，但学什么、如何学、以何为蓝本为众多志士仁人所关注。可喜的是，由赤诚图文信息有限公司精心策划，ITP、McGraw-Hill 及 Simon & Schuster 等国际出版公司特别授权，东北财经大学出版社荣誉出版的“世界财经与管理教材大系”现已隆重面世！她以“紧扣三个面向，精选五大系列，奉献百部名著，造就亿万英才”的博大胸襟和恢弘气势，囊括经济学、管理学、财务与会计学、市场营销学、商务与法律等财经、管理类主干学科，并根据大学教育、研究生教育、工商管理硕士（MBA）和经理人员培训项目（ETP）等不同层次的需要，相应遴选了具有针对性的教材，可谓体系完整，蔚为大观。所选图书多为哈佛、斯坦福、麻省理工、伦敦商学院、埃维商学院等世界一流名校的顶尖教授、权威学者的经典之作，在西方发达国家备受推崇，被广为采用，经久不衰，大有“洛阳纸贵”之势。

借鉴国际惯例，毕竟只是因势而动；推出国粹精品，才是造势而为。在借鉴与学习的同时，更重要的是弘扬民族精神，创建民族文化。“民族的，才是国际的”。我们提倡学他人之长，但更希望立自己之势。

势缘何物，势乃人为。识人、用人、育人、成人，乃人本之真谛。育人才、成能人，则可造大势。育人、成人之根本在教育，教育之要件在教材，教材之基础在出版。换言之，人本之基础在书本。

凡事均需讲效益，所谓成事，亦即有效。高效可造宏基，无效难以为继，此乃事物发展之规律。基于此，我们崇尚出好书、出人才、出效益！

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# Preface



This sixth edition of *Management: Meeting and Exceeding Customer Expectations* includes dramatic changes from previous editions. It is a more comprehensive survey of the principles and practices of management as they are currently being applied, in the United States and around the world. The content and features are structured to reinforce two continuing themes that are woven into the chapters' narratives: (1) the never-ending effort by managers and organizations to meet or exceed customers' needs and (2) the need organizations and their people have to be guided by effective leadership.

With the help of reviewers, the authors have made every effort to keep this text objective, timely, and interesting to both the student and the instructor. All case problems, examples, and features portray actual companies and managers in action. Companies have been selected to provide balance between large and small organizations representing service, manufacturing, and retailing industries. Successes as well as failures are included to lend perspective and aid in understanding.

## TO THE STUDENT

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This text is designed to introduce you to terminology, theories, and principles at the core of business management. The book is divided into six comprehensive parts, comprising a variety of examples, applications, exercises, and devices. Each chapter contains the following components:

- A list of specific Learning Objectives—concepts to be mastered through chapter content—at the beginning of each chapter. Each Learning Objective is also highlighted in the page margin to identify when the content addresses the objective.
- A list of Key Terms defined within the chapter's narrative, highlighted in the page margin, and presented in the Glossary at the back of the book.
- A Management in Action chapter introductory case involving American managers and their organizations—large and small, service, retailing, or manufacturing—engaged in a variety of activities that relate and connect each chapter's essential concepts. The case is regularly referred to throughout the chapter.
- Figures designed to illustrate and summarize essential concepts.
- Photographs chosen to enrich the chapter content.
- A Global Applications feature demonstrating the successful application of one or more of a chapter's concepts from the practice of management in other countries.
- An Ethical Management feature reporting on American managers making or facing decisions that contain a variety of issues and consequences for themselves and others.

## **Preface**

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- A Valuing Diversity feature depicting unique ways in which American organizations show appreciation for their diverse employees.
- A list of Future Trends at the end of each chapter highlighting predictions for expected evolutions over the next few years.
- A Chapter Summary providing a narrative explanation for each of the chapter's learning objectives.
- Review Questions designed to assist in mastery of the chapter's Learning Objectives.
- Discussion Questions for Critical Thinking intended to provide an opportunity to analyze and apply the chapter's concepts to practical situations.
- Skill-Builder Exercise designed to help in applying one or more of the chapter's key concepts.
- An Application Case—positioned at the end of each chapter—presenting American managers and organizations and their attempt to cope with the major issues raised in that chapter.

Throughout your study of this text, try to relate what you read and discuss to your own experiences. You have already been practicing—and perhaps violating—many of the principles of management. What you are about to learn is an extension and refinement of what you already know—a blending of it with the experiences of others.

Although you will be reading each chapter as a separate area of study, try to relate it to what you have experienced and read previously. By linking the content of each chapter to that which has preceded it, you will begin to appreciate that management is a tapestry with many threads that run parallel to and across one another. For example, planning relates to all the management functions; it is part of every management activity in much the same way that communicating is. Periodically step back from your study to see the “big picture” of which each chapter is but a part.

Upon completion of this text and course, you will have developed your own philosophy of management and be armed with the essentials necessary for improving your career. You will become a better manager of your own concerns as well as the work of others.

## **Organization of the Content**

**Part 1: Management Concepts.** This section provides a basic overview of management; the evolution of management thought; management's commitment to quality and productivity; and the various environments that affect the practice of management.

**Chapter 1** explores what management is, why it is necessary, the needs managers must address, management functions, management roles, management skills, and management myths and realities.

**Chapter 2** takes the student on a journey through the past, examining the evolution of management theory from the classical schools through today's quality management school. It assesses the worth and contributions made by each and explains the links among them.

**Chapter 3** focuses on management's commitment to total quality and productivity. The link between quality, productivity, and profitability is explained. Factors that affect productivity are examined along with the commitments necessary by top, middle, and first-line management to improve quality and productivity. Key concepts such as core values, reengineering, open-book management, empowerment, and scoreboarding are introduced.

**Chapter 4** lists and defines the internal and external environments that affect and challenge the practice of management. Business as an open system and the demands of stakeholders are the major focus.

**Part II: Planning and Decision Making.** The importance of the first function of management—planning—is examined from several perspectives in Chapters 5 and 6: organizational, contingency, strategic, and operational. The relationship of planning to all other management functions, and ways to make it more effective, are covered. The art of decision making is the focus of Chapter 7.

**Chapter 5** explains the importance of planning, the framework for plans, types and uses of plans, and the planning process.

**Chapter 6** explores the nature of strategic planning, elements of planning strategies, levels of strategic planning, and the strategic-planning process.

**Chapter 7** guides the student through the steps for rational decisions, decision-making climates, quantitative methods, and the various influences on the manager's problem-solving efforts.

**Part III: Organizing.** Organizing is examined as a process along with why different organizations adopt different approaches to structuring their operations. Both the formal and informal organization are included in the discussions. Organizing principles are demonstrated with examples.

**Chapter 8** looks at the formal organization, the organizing process, its key principles and concepts, and the informal organization.

**Chapter 9** covers organizational design, the range of organizational-design outcomes, contingency factors affecting organizational design, and the structures in common use.

**Chapter 10** features organizational culture and handling change. The manifestations of cultures and subcultures, creation of cultures, nature of change, managing and implementing change, and the concepts connected with organizational development are covered comprehensively.

**Part IV: Staffing and Leading.** This section develops the concepts of staffing, communication, motivation, leadership, team management, and conflict. Essential legal concepts are included along with the principles and practices that affect each.

**Chapter 11** surveys staffing from human resource planning to employee separations. Sociocultural and legal influences are addressed along with such activities as job analysis, job evaluation, training and development, and the practice of staffing in a union environment.

**Chapter 12** focuses on communication—organizational and interpersonal. The communication process and barriers to it are demonstrated along with how managers can improve their communication efforts.

**Chapter 13** explores motivation and the applications of the most relevant theories. Special concern is given to how managers can use their insights and principles to get the most from themselves, their subordinates, and team members.

**Chapter 14** looks at leadership. Its importance and associations with power and authority are detailed. The roles leaders must play with their followers are reviewed along with the theories that govern the practice of leadership and the styles that leaders may adopt.

**Chapter 15** examines team management and conflict. The nature and types of teams, philosophical approaches to team management, and how to establish

## **Preface**

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team-based organizations are included. Conflict is defined, and the causes and methods for managing it are discussed.

**Part V: Controlling.** This comprehensive section contains three chapters, each of which examines and applies different aspects of the principles and theories of control.

**Chapter 16** focuses on the nature of control, the control process, types of controls, and characteristics of effective controls. Special attention is given to the art of making controls effective.

**Chapter 17** is an in-depth look at four kinds of controls: financial, budgetary, marketing, and human resource. Financial-statement analysis is followed by budget-development processes and types of budgets. Next, various marketing controls are scrutinized, followed by popular human resource controls.

**Chapter 18** looks at operations management—its nature, its link to planning, processes, and facilities, and how to manage operations. How to control operations for both quality and productivity is included.

**Part VI: Special Concerns.** This section explores information management systems, international management, succeeding in one's career, and management ethics and social responsibility. Although all chapters include regular features on ethics and international applications, these important subjects merit further exploration.

**Chapter 19** focuses on information flow and how it can be managed in organizations. Management information systems and their computerized applications are discussed in detail.

**Chapter 20** explores the recent trends affecting businesses in global markets, the nature of the international business environment, and the nature of multinational corporations. Each function of management is discussed as it applies to an international operation and environment.

**Chapter 21** is concerned with career management. Stages in career development and steps in career planning are analyzed. The analyses are followed by several strategies managers can take to advance their career.

**Chapter 22** examines ethical issues and the need to be proactive when managing for social responsibility. After defining both concepts, the chapter explores ethical tests, approaches to social responsibility, and the links between them and applicable legal requirements. The issues of responsibilities to stakeholders and of government regulation of business activities are dealt with as well.

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With thanks,  
Warren Plunkett  
Ray Attner

# A Strategic Guide

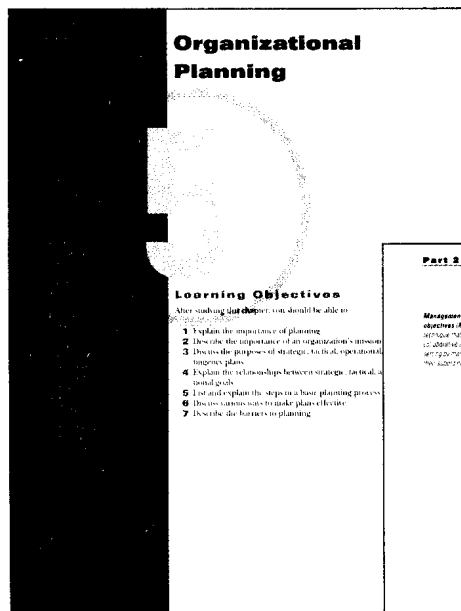
## to the sixth edition of Plunkett & Attner's *Management: Meeting and Exceeding Customer Expectations*

Good planning and organization are equally essential to successfully operating a business and writing a textbook—and using one! This guide introduces you to the features in the text that are designed to help you master the management concepts fundamental to success in today's business environment.

This text has been organized around the Learning Objectives, to create for you a tightly integrated learning system.

### CHAPTER OBJECTIVES

The Learning Objectives listed at the beginning of every chapter briefly state the skills you will acquire from reading the chapter.

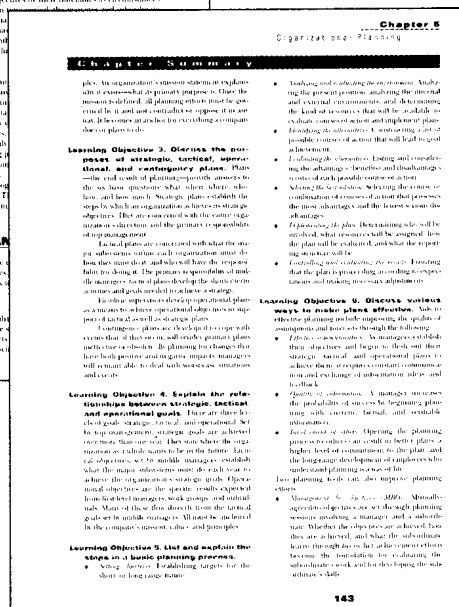
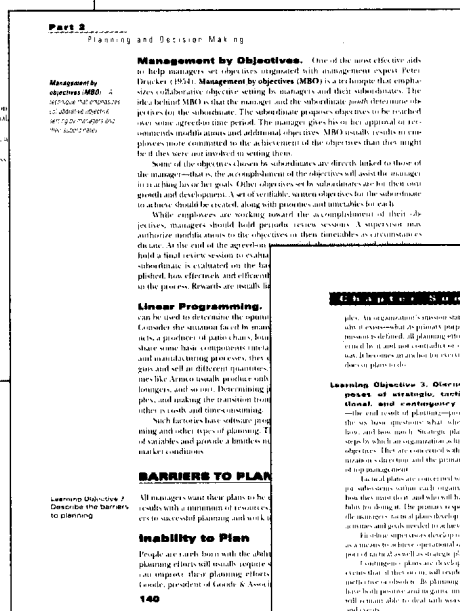


### NUMBERED ICONS ►

Each objective, with its numbered icon, then appears in the chapter margin where the objective is fulfilled, so that you can quickly locate the applicable material.

### CHAPTER SUMMARIES ►

The summary at the end of the chapter is organized around the Learning Objectives as well, reinforcing the key points under each objective.



**MANAGEMENT ►  
IN ACTION**

These cases highlight relevant experiences of actual companies and managers. This example, for instance, offers practical, real-world application of a customer-driven quality focus.

**Q**uality depends on a customer focus throughout an organization, and Phoenix-based PETsMART considers pets among its customers. Its 170 superstores (stores in excess of 10,000 square feet) are rapidly becoming major players in America's \$16 billion per year pet-care industry, second only in number of stores to San Diego-based Petco. Through the discount approach, PETsMART delights customers with neighborhood locations, ample parking, wide aisles, guaranteed low prices on nearly ten thousand products, heavy-duty shopping carts, colorful displays, and meticulous attention to cleanliness. People are encouraged to bring their pets into the stores. Just as children pick

**MANAGEMENT IN ACTION**

**PETsMART Is Pet Smart**

favorite items. It is not uncommon to see a pet chewing on a toy or rawhide treat while riding in a shopping cart being guided by its owner through the store's aisles. PETsMART stores offer pet "relief" stations outside, and when accidents occur inside, they are attended to quickly.

Along with the thousands of brand name pet-care products and convenient hours of operation, PETsMART offers a variety of related services, including "in-store pet grooming," (pet) adoption assistance, obedience classes, and preventive

**PETsMART is making pet owners feel better about considering their pets as part of their families.**

contests and Santa Claus pet portrait opportunities." In 1994 the chain partnered with cable television's Discovery Channel to include an in-store boutique offering a wide variety of environmentally and ecologically based products that have a wide appeal to younger consumers; recent pet-industry studies show that households with children ages six to seventeen are most likely to own pets. In 1995 it offered a "Scratch and Win" sweepstakes for pets, with such prizes as a pet's favorite food free for one year.

The chain's enormous buying power and efficient operations enable it to sell fast-moving items at 10 to 30 percent less than the traditional pet shops and grocery chains can. By extending shopping privileges to pets, PETsMART is making pet owners feel better about considering their pets as part of their families. Its aim is to meet and exceed its customers' (human and nonhuman) needs by providing a one-stop shopping alternative.

*4 Dogs—and Their Masters—New Tricks, Chicago*

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**Management's  
Commitments to  
Quality and  
Productivity**

**Learning Objectives**

After studying this chapter, you should be able to

- 1** Discuss how customers influence the quality of goods and services
- 2** Explain why quality must be cost-effective
- 3** Relate quality, productivity, and profitability to one another
- 4** Discuss the commitments required to improve quality and productivity at the following:
  - a** The top of organizations
  - b** The middle of organizations
  - c** The bottom of organizations
- 5** Discuss the external commitments required to improve an organization's quality and productivity

benchmark  
core values  
empowerment  
entrepreneurs  
mission  
open-book  
management  
process improvement  
team  
productivity  
project improvement  
team  
quality audit  
quality circle  
quality control audit  
quality function deployment (QFD)  
quality improvement  
team  
research and development (R&D)  
scoreboarding  
statistical process control (SPC)  
statistical quality control (SQC)  
total quality management (TQM)

**◀ KEY TERMS**

The terms are your introduction to the vocabulary of management. They are listed at the beginning of each chapter, then defined in context, as well as in a master glossary at the back of the book.

Part 2

The Strategic Management Process

Planning and Decision Making

the alternatives. A classic example is the actions taken by Richard Stegemeyer when he was named president and CEO of Unocal, a Los Angeles-based petroleum company. Faced with a crippling \$6.1 billion debt, Stegemeyer made some hard decisions. To solve the problem he (1) sold nonessential real estate, including the company headquarters; (2) disposed of Canadian mining operations;

(3) closed unprofitable oil fields; losing Beaumont Refinery; and (4) transferred the Chicago venture with Venera.

Another example, Jorma Ollila, faced made a series of business decisions.

### Implementing

Managers are paid to make decisions that just never have been made. They know what he or she like plans, solution. Additionally, a good problem solver, not solve rules (Carter, 1986), thoughtfully put in decisions into action.

**F**ood Lion, which operates more than 1,000 stores in fourteen states is being talked to lead by consumers for questionable decision making. Washington, D.C.-based Consumer United With Employees reported that members of the organization purchased out-of-date dairy products, meat, and other perishable items at 113 of 115 Food Lion Stores where they shopped. In all, the group found 2,885 outdated perishable products in stores in all fourteen states where the chain operates. Nearly half the items included outdated meat products.

This incident is not Food Lion's first. In November, 1992, Food Lion

**Current Market**

was the subject of an ABC report alleging the chain's various unsanitary practices during the selling of outdated products. In addition, over a six-year period consumers United had charged with selling expired dairy in over the counter group. In June, consumers United found 13,400 out-of-date products in stores over a six-year period. Lion's reply to the charges

For more on Food Lion, see *Deal Making: "Food Lion Under Attack Once Again," Dallas*

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## ◀ GLOBAL APPLICATIONS

This feature presents a successful application of a chapter concept by an organization from another country. The selection of organizations is varied by country and by industry—service, manufacturing, retail.

## ◀ ETHICAL MANAGEMENT

Focused only on U.S. organizations, you are presented with the ethical dilemma of a company or manager. Selection of firms is balanced between large and small organizations and by industry.

## SEVEN-STEP DECISION-MAKING PROCESS

The decision-making process has seven steps, as shown in Figure 1. It is essential to the entire process. The sections that follow

### Defining the Problem or Opportunity

The initial and most critical step is to define the problem. The accuracy of this step affects all the steps that follow. If the problem is incorrectly defined, every other step in the decision-making process is likely to be flawed, leading to a decision that is far from optimal. If a company is losing market share, is producing low-quality products, has technical inferiority, a slow warehouse, or an inefficient distribution system, the manager must pinpoint the problem correctly, because the solution will be different for each problem.

In problem solving, a manager must differentiate between **symptoms**. In the example above, the symptom is dwindling sales. The problem is poor quality. A symptom signals that something is wrong (Drucker, 1986). It should draw the manager's attention to finding the problem. To isolate the problem from the symptoms, a manager should develop a sound questioning process and to ask the right questions (Drucker, 1986). Peter Drucker, "The most common source of mistakes in management is the emphasis on finding the right answer rather than the right question" (Drucker, 1954). In the process of asking questions, a manager should collect relevant and timely data about the problem. The best way to

## VALUING DIVERSITY ►

Designed to illustrate how managers value and utilize diversity, you will see diversity as a business strategy in large and small organizations, balanced by industry.

## Part 2

**M**ichael Guggen, 46, was the first to admit that the business was doing the right thing when it strives to manage older workers. As a twenty-three-year-old engineer, the people who reported to Guggen were usually twenty-one or twenty-two. "I was the only person in my company for ten or fifteen years in my career that were old enough to be his parents," Adairbuck says. "I was the oldest of six children—explaining that was a little awkward." But Guggen was not alone. "After my eighth year as a supervisor," Guggen has a different perspective. He is the vice president for national heavy-duty divisions at Ford Credit Bank. "I don't like to identify myself with the phrase 'the oldies,'" says Guggen. "I am not old—I'm wise." Guggen says that he has always been a good listener, and that he has always kept an open mind, regardless of age, culture, or race. "Older workers are particularly valuable in this economy. They are crucial people that you cannot put out to pasture just because they are no longer as strong as they were in their early years on the job. In all my experience," Guggen adds, "I have never seen a situation where an older worker has been a liability. I have always seen a situation where an older worker has been an asset. In 1980, we had the first boom in 1980 and we had a lot of old workers. I have seen many elderly people and realize my situation. One thought I can remember is that when you have more knowledge, and I think wisdom is the word, knowledge should be the reward to the most."

Although it is expensive and time-consuming, the Delphi technique works well. It also provides for a thorough, un rushed analysis of information, a factor that aided ITS Sheraton in solving a problem—lower sales caused by a sales force that was not viewed as helpful or as knowledgeable as its competitors. To address the problem, ITS Sheraton used its Meetings Advisory Board. By following the Delphi process, the Board's experts identified that the major difference between Sheraton and its competitors was that the Sheraton was a generalist, whereas the competitors were specialists. The competitors broke business down according to competitors, corporate, leisure, incentive, association group travel, each of which has different needs. The solution dealt with refining general categories into specific market segments. Now sales have increased by 31 percent (Sherman, 1995).

### Advantages and Disadvantages of Group Decision Making

**Learning Objective 5**  
Discuss the value of group decision making and identify three techniques of group decision making.

Regardless of what group techniques a manager chooses to use for decision making, the manager should be aware of the advantages and disadvantages.

**Advantages.** Groups bring a broader perspective to the decision-making process. The rich diversity found in today's organizations broadens the views on any topic. The differences, in cultures, ethnicity, national origin, gender, and age found within provide valuable perspectives in defining a problem and in evaluating alternatives as a factor exemplified at Blue Cross Blue Shield in this chapter's Valuing Diversity feature. When people participate in decision making they are more likely to be satisfied with the decision and to support it, thus facilitating its implementation. Group decision making provides the opportunity for discussion to help answer questions and reduce uncertainty for decision makers who may not be willing to take risks alone.

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