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工商管理经典教材·核心课系列

BUSINESS ADMINISTRATION CLASSICS

管理学

国际化与领导力的视角

英文版·精要版第9版

哈罗德·孔茨 (Harold Koontz) 著
海因茨·韦里克 (Heinz Weihrich)

ESSENTIALS OF MANAGEMENT
AN INTERNATIONAL AND LEADERSHIP PERSPECTIVE

..... Ninth Edition

中国人民大学出版社

全新版



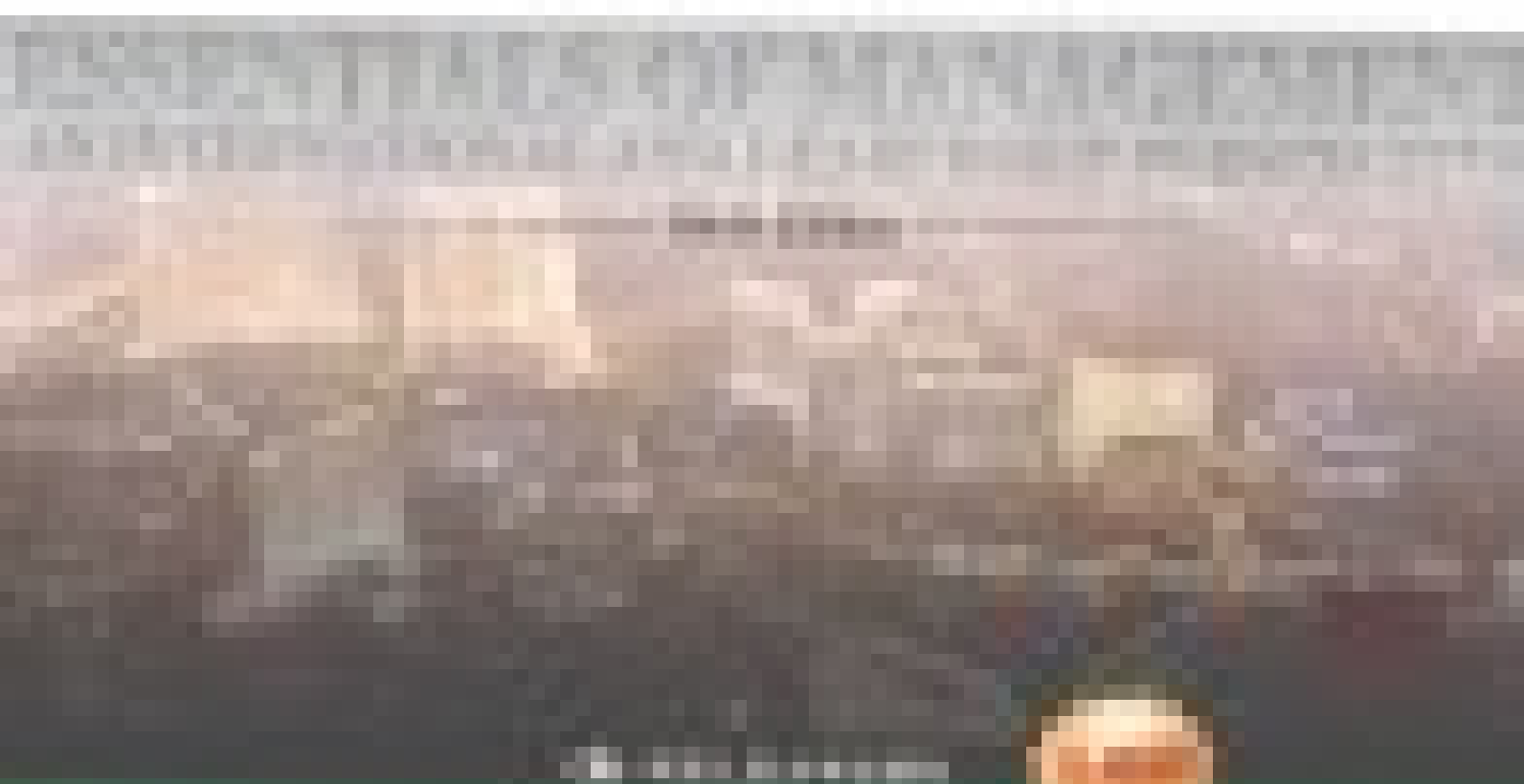
中国管理科学出版社

管理学

国际化与领导力的提升

作者：[作者姓名]

ISBN: [ISBN号]



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· 北京 ·

图书在版编目 (CIP) 数据

管理学：国际化与领导力的视角：精要版：第9版：英文/孔茨等著. —北京：中国人民大学出版社，2014.3

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
ISBN 978-7-300-19122-5

I. ①管… II. ①孔… III. ①管理学-双语教学-高等学校-教材-英文 IV. ①C93

中国版本图书馆 CIP 数据核字 (2014) 第 056431 号

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
管理学——国际化与领导力的视角 (英文版·精要版第9版)

哈罗德·孔茨 著
海因茨·韦里克

出版发行 中国人民大学出版社

社 址 北京中关村大街31号

邮政编码 100080

电 话 010-62511242 (总编室)

010-62511770 (质管部)

010-82501766 (邮购部)

010-62514148 (门市部)

010-62515195 (发行公司)

010-62515275 (盗版举报)

网 址 [http:// www. crup. com. cn](http://www.crup.com.cn)

[http:// www. ttrnet. com](http://www.ttrnet.com) (人大教研网)

经 销 新华书店

印 刷 涿州市星河印刷有限公司

规 格 215 mm × 275 mm 16开本

版 次 2014 年 4 月第 1 版

印 张 28 插页2

印 次 2014 年 4 月第 1 次印刷

字 数 814 000

定 价 55.00 元

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侵权必究

印装差错

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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

About the Authors



Heinz Weihrich is Professor of Global Management and Behavioral Sciences at the Dr. H.C. San Martin University, Peru before serving at the University of San Francisco. He received his doctorate from the University of California in Los Angeles (UCLA) and an honorary doctorate from San Martin de Porres University of Lima, Peru. He was a visiting scholar at the University of California in Berkeley, Harvard Business School and the KAIST Business School in Seoul. His field of work is management, international management, and behavioral science. Dr Weihrich has taught at Arizona State University, at UCLA, and in countries such as Austria, China (Beijing, Shanghai , Hong Kong and Taiwan), Egypt, France (INSEAD), Germany , Jamaica, Kuwait, Malaysia, Mexico, Singapore, Switzerland and Thailand. He was also a visiting professor at the Graduate School of Business (GBSA) in Zurich, Switzerland, at the China Europe International Business School (CEIBS) in Shanghai, at Chulalongkorn University in Bangkok, and at Peking University in Beijing.

Dr Weihrich has published more than 90 books, including various editions and translations, and is the author of the classic *Management: A Global Perspective* (which has been translated into more than 16 languages in its various editions) and *Essentials of Management* (also in several language editions), both formerly co-authored by the late Harold Koontz and the late Cyril O'Donnell. *Management* has been a worldwide bestseller for many years including in China. Its Spanish-language edition has topped the bestseller list for more than twelve years. Another book, *Management Excellence: Productivity through MBO*, discusses a goal-driven, success-oriented management system. It has been translated into six European and Asian languages. Over 140 of Weihrich's articles have been published in the United States and overseas in several languages in journals such as *Human Resource Planning*, *Journal of Systems Management*, *Management International Review*, *Long Range Planning*, *European Business Review* (in which one of his articles won the most outstanding paper in 1999), and the *Academy of Management Executive*. Dr Weihrich is the author of the TOWS Matrix, a widely used approach for strategy formulation and the analysis of the competitive advantage of nations. His current research interests are in improving the global competitiveness of enterprises and nations, strategic management, managerial excellence, and global leadership.

In addition to pursuing his academic interests, Dr Weihrich was active in management consulting as well as executive and organizational development in the United States, Europe, Africa, and Asia. His consulting, business, and teaching experiences include working with companies such as Eastman Kodak, Volkswagen, General Motors (UK), Hughes Aircraft, ABB (Switzerland), Mercedes-Benz, China Resources Co., Guangdong Enterprises (China), and the Institute Pembangunan Keusahawanan (Malaysia). He has given many speeches on management topics in the United States, Europe, Asia, Mexico, and Peru. He has been elected as a Fellow of the International Academy of Management, the highest honor conferred by the international management movement. He is also listed in *International Businessmen's Who's Who*, *Men of Achievement*, *Dictionary of International Biography*, *International Leaders in Achievement*, *Who's Who in California*, *Who's Who in American Education*, *Marquis' Who's Who in the West*, *Who's Who in America*, and *Who's Who in the World*. More biographical information is published on his web site at

www.usfca.edu/fac-staff/weihrichh.



Harold Koontz was active as a business and government executive, university professor, company board chairperson and director, management consultant, lecturer to the top management of organizations worldwide, and an author. From 1950 he was Professor of Management and from 1962 Mead Johnson Professor of Management at UCLA; from 1978 to 1982 he was World Chancellor at the International Academy of Management. He was the author or coauthor of 19 books and 90 journal articles, including this book, which was originally called *Principles of Management*. His *Board of Directors and Effective Management* was given the Academy of Management Book Award in 1968.

After his doctorate at Yale, Prof Koontz served as Assistant to the Trustees of the New Haven Railroad, Chief of the Traffic Branch of the War Production Board, Assistant to the Vice-President of the Association of American Railroads, Assistant to the President of Trans World Airlines, and Director of Sales for Convair. He acted as management consultant for, among others, Hughes Tool Company, Hughes Aircraft Company, Purex Corporation, KLM Royal Dutch Airlines, Metropolitan Life Insurance Company, Occidental Petroleum Corporation, and General Telephone Company. Professor Koontz's honors included election as a Fellow of the American Academy of Management and the International Academy of Management and a term of service as President of the former. He received the Mead Johnson Award in 1962 and the Society for Advancement of Management Taylor Key Award in 1974 and is listed in *Who's Who in America*, *Who's Who in Finance and Industry*, and *Who's Who in the World*. He passed away in 1984.

Preface

The ninth edition of this book prepares men and women for a challenging and rewarding career of managing. This book is based on the classic best-selling book ***Management: A Global and Entrepreneurial Perspective*** which in its previous editions has been translated into some 16 languages. Each chapter in this book has been updated with recent management information. For example, Apple's iPad case is introduced in Chapter 1. As the title ***Essentials of Management: An International and Leadership Perspective*** indicates, the book takes an international view of managing with special attention given to leadership. As the world changes rapidly, this up-to-date edition is in response to these changes especially in Asia. Through our research, travels, and teaching in many countries, Professor Koontz and I have learned from students, managers, and professors, by listening to their challenges and analyzing them.

Previous editions of this book have been published in many languages. The international perspective will appeal to those realizing that the old barriers are fast disappearing and new alliances among companies and peoples are being formed. Several outstanding leaders in India illustrate the global nature of management. Beyond the discussion of managerial issues in America and Asia, attention is given to topics in the European Union and Latin America. The purpose of this book is to make readers better leaders by acquiring an international perspective and applying management principles, concepts, and theories in their work.

Who Will Benefit from This Book?

All will benefit; including students in colleges and universities, aspiring managers, those who already have managerial skills, professionals, and nonmanagers who want to understand managing. This book is for people in all kinds of organizations, not just business firms; it is relevant to nonbusiness organizations such as government, health care, educational institutions, and not-for-profit enterprises as well.

Managerial functions are essentially the same for first-line supervisors, middle managers, and top executives. To be sure, there are considerable variations in environment, scope of authority, and types of problems in the various positions. Yet, all managers undertake the same basic functions to obtain results by establishing an environment for effective and efficient performance of individuals working together in groups.

Organization of the Book

As in previous editions, managerial knowledge is classified according to the functions of planning, organizing, staffing, leading, and controlling. A systems model, shown on the inside book cover and used throughout the book, integrates these functions into a system; it also links the enterprise with its environment. The proposed open systems view is even more important now than in the past, as the external environment, through the internationalization, has become even more challenging.

Part 1 covers the basis of management theory and practice. It also introduces the

systems model that serves as the framework of this book. To provide a comprehensive perspective, Part 1 includes chapters on management and its relations to the external environment, social responsibility, and ethics. Moreover, to emphasize the book's orientation, Part 1 also includes the chapter on international management. Parts 2 through 6 discuss the managerial functions of planning, organizing, staffing, leading, and controlling. The relevant principles, or guides, for each function highlight some key aspects of each managerial function.

Revision Work in this Edition

Essentials of Management: An International and Leadership Perspective, ninth edition, integrates theory and practice. While maintaining the global perspective, many examples and cases illustrate the application of concepts and theories to the **Indian environment**.

While the whole book has been updated, these examples illustrate new features in this edition:

- Who Manages Best in 2008, the Year of the Global Crisis?
- Energy Independence—The Need of the Time
- Is China Losing Its Competitive Advantage? Opportunities for India?
- Leadership Succession at the Tata Group?
- Learning Innovation from Emerging Countries
- Organizational Challenges at the TATA Conglomerate
- Wipro's Development Center in Atlanta
- How to Lead the Generation Xers?
- Meet Wipro's Azim Premji, India's Leading High-Tech Architect
- The Balanced Scoreboard
- WiMax a Breakthrough Technology
- Freeware: The Search for a Business Model

The aim of ***Essentials of Management: An International and Leadership Perspective*** is to make students and aspiring managers effective and efficient, and practicing managers more successful in achieving the aims of their organization.

Learning Assistance

The integrative systems model on the inside of the book cover gives an overview of the book's content. The model is discussed in detail in Chapter 1. Parts 2 through 6 are introduced with this model and a parts overview highlights the chapters that are discussed in the respective part.

The chapters conclude with a summary, key ideas and concepts for review, and discussion questions. The purpose of the sections "Exercises/Action Steps" and "Internet Research" is to encourage readers' involvement. There is also one case for each chapter. At the end of chapters of the managerial functions (Parts 2 to 5), managerial principles, or guides, highlight some key concepts related to planning, organizing, staffing, leading, and controlling.

Acknowledgments

The late Dr Harold Koontz is sorely missed. At a memorial session at the Academy of Management meeting, Professor Ronald Greenwood stated that Howdy Koontz was many years ahead of his time. Indeed, his inspiration and guidance popularized the classification of management knowledge according to the managerial functions, a framework now used around the world. He will never be forgotten for his

contributions to management and those who read his many books, especially the first edition of the book *Principles of Management* with Cyril O'Donnell which, since then, has been continuously updated.

Professor Koontz and I are indebted to so many people contributing to the various editions that a complete acknowledgment would be encyclopedic. Many scholars, writers, and managers are acknowledged through references in the text. Many managers with whom we have served in business, government, education, and other enterprises have contributed by word and example. Thousands of managers in all kinds of enterprises in various countries have honored us over the years by allowing us to test our ideas in executive training classes and lectures. Especially helpful were the many experiences of executives around the world who have generously shared their international experiences. For example, the managers in MBA and executive programs in Egypt, Switzerland, Kuwait, Malaysia, Singapore, Thailand, and China provided opportunities to learn about their culture and their managerial practices. To the executives of these and the many other companies with whom we have been privileged to work as directors, consultants, or teachers, we are grateful for the opportunity to gain the clinical practice of managing.

Many colleagues, scholars, managers, and students have contributed their ideas and suggestions to this book. My good friend Professor Keith Davis at Arizona State University was particularly generous with his time. One of my mentors at UCLA, Professor George S Steiner, has done much to stimulate my interest in the development of the TOWS Matrix for strategy formulation. The late Professors Peter F Drucker and George S Odiorne, to whom my book *Management Excellence—Productivity Through MBO* has been dedicated, have sharpened my thinking about goal-driven management systems and managerial productivity. In previous editions, special appreciation was expressed to those who contributed in many important ways. While they are not named here, their contributions have been important for this edition as well.

We would like to thank the many adopters and contributors to this and previous editions of the book *Essentials of Management: An International Perspective*. We would also like to acknowledge the contributions of our fellow academicians who have given their valuable feedback and suggestions on the previous editions as well as in the shaping of this edition.

Similarly, the editorial and managerial staff at Tata McGraw-Hill, Tapas Maji, Surabhi Khare, Shalini Negi, Manohar Lal and Atul Gupta have contributed significantly to this edition.

Finally, I want to thank my wife Ursula, to whom this book has been dedicated, for her continuing support.

HEINZ WEHRICH

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