

清华管理学系列英文版教材

PEARSON

# 管理学

Management

Eleventh Edition

[美] 斯蒂芬·P·罗宾斯 (Stephen P. Robbins) 著  
玛丽·库尔特 (Mary Coulter)

第11版

清华大学出版社

《管理学》(第11版)由美国著名管理学家斯蒂芬·P. 罗宾斯教授所撰写,是西方经典的管理学教材,被欧美大多数商学院选为指定教材或推荐参考书。本书以管理过程为主线,分别阐述了管理的四大职能:计划、组织、领导与控制。为适应管理实践的发展和学科动态变化,第11版进行了较大范围的更新,从内容到形式都做了颇多调整。

本书结构清晰,语言生动,博采众长,不仅提供了大量的应用案例,而且荟萃了众多学者的研究成果。同时,作者还颇具匠心地设计了多个实用性很强的专栏和练习,帮助读者掌握所学内容。对于高校学生和企业管理者,本书均是一部极好的教材或参考书。

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# 出 版 说 明

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的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，基本上已是再版多次、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。

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

2013年6月

世纪之交，中国与世界的发展呈现最显著的两大趋势——以网络为代表的信息技术的突飞猛进，以及经济全球化的激烈挑战。无论是无远弗界的因特网，还是日益密切的政治、经济、文化等方面的国际合作，都标示着 21 世纪的中国是一个更加开放的中国，也面临着一个更加开放的世界。

教育，特别是管理教育总是扮演着学习与合作的先行者的角色。改革开放以来，尤其是 20 世纪 90 年代之后，为了探寻中国国情与国际上一切优秀的管理教育思想、方法和手段的完美结合，为了更好地培养高层次的“面向国际市场竞争、具备国际经营头脑”的管理者，我国的教育机构与美国、欧洲、澳洲以及亚洲一些国家和地区的大量的著名管理学院和顶尖跨国企业建立了长期密切的合作关系。以清华大学经济管理学院为例，2000 年，学院顾问委员会成立，并于 10 月举行了第一次会议，2001 年 4 月又举行了第二次会议。这个顾问委员会包括了世界上最大的一些跨国公司和几家顶尖企业的最高领导人，其阵容之大、层次之高，超过了世界上任何一所商学院。在这样高层次、多样化、重实效的管理教育国际合作中，教师和学生与国外的交流机会大幅度增加，越来越深刻地融入全球性的教育、文化和思想观念的时代变革中，我们的管理教育工作者和经济管理学习者，更加真切地体验到这个世界正发生着深刻的变化，也更主动地探寻和把握着世界经济发展和跨国企业运作的脉搏。

我国管理教育的发展，闭关锁国、闭门造车是绝对不行的，必须同国际接轨，按照国际一流的水准来要求自己。正如朱镕基同志在清华大学经济管理学院成立十周年时所发的贺信中指出的那样：“建设有中国特色的社会主义，需要一大批掌握市场经济的一般规律，熟悉其运行规则，而又了解中国企业实情的经济管理人才。清华大学经济管理学院就要敢于借鉴、引进世界上一切优秀的经济管理学院的教学内容、方法和手段，结合中国的国情，办成世界第一流的经管学院。”作为达到世界一流的一个重要基础，朱镕基同志多次建议清华的 MBA 教育要加强英语教学。我体会，这不仅因为英语是当今世界交往中重要的语言工具，是连接中国与世界的重要桥梁和媒介，而且更是中国经济管理人才参与国际竞争，加强国际合作，实现中国企业的国际战略的基石。推动和实行英文教学并不是目的，真正的目的在于培养学生——这些未来的企业家——能够具备同国际竞争对手、合作伙伴沟通和对抗的能力。按照这一要求，清华大学经济管理学院正在不断推动英语教学的步伐，使得英语不仅是一门需要学习的核心课程，而且渗透到各门专业课程的学习当中。

课堂讲授之外，课前课后的大量英文原版著作、案例的阅读对于提高学生的英文水平也是非常关键的。这不仅是积累相当的专业词汇的重要手段，而且是对学习

者思维方式的有效训练。

我们知道，就阅读而言，学习和借鉴国外先进的管理经验和掌握经济理论动态，或是阅读翻译作品，或是阅读原著。前者属于间接阅读，后者属于直接阅读。直接阅读取决于读者的外文阅读能力，有较高外语水平的读者当然喜欢直接阅读原著，这样不仅可以避免因译者的疏忽或水平所限而造成的纰漏，同时也可以尽享原作者思想的真实表达。而对于那些有一定外语基础，但又不能完全独立阅读国外原著的读者来说，外文的阅读能力是需要加强培养和训练的，尤其是专业外语的阅读能力更是如此。如果一个人永远不接触专业外版图书，他在获得国外学术信息方面就永远会比别人差半年甚至一年的时间，他就会在无形中减弱自己的竞争能力。因此，我们认为，有一定外语基础的读者，都应该尝试一下阅读外文原版，只要努力并坚持，就一定能过了这道关，到那时就能体验到直接阅读的妙处了。

在掌握大量术语的同时，我们更看重读者在阅读英文原版著作时对于西方管理者或研究者的思维方式的学习和体会。我认为，原汁原味的世界级大师富有特色的表达方式背后，反映了思维习惯，反映了思想精髓，反映了文化特征，也反映了战略偏好。知己知彼，对于跨文化的管理思想、方法的学习，一定要熟悉这些思想、方法所孕育、成长的文化土壤，这样，有朝一日才能真正“具备国际战略头脑”。

以往，普通读者购买和阅读英文原版还有一个书价的障碍。一本外版书少则几十美元，多则上百美元，一般读者只能望书兴叹。随着全球经济合作步伐的加快，目前在出版行业有了一种新的合作出版的方式，即外文影印版，其价格几乎与国内同类图书持平。这样一来，读者可以不必再为书价发愁。清华大学出版社这些年在这方面一直以独特的优势领先于同行。早在1997年，清华大学出版社敢为人先，在国内最早推出一批优秀商学英文版教材，规模宏大，在企业界和管理教育界引起不小的轰动，更使国内莘莘学子受益良多。

为了配合清华大学经济管理学院推动英文授课的急需，也为了向全国更多的MBA试点院校和更多的经济管理学院的教师和学生提供学习上的支持，清华大学出版社再次隆重推出与世界著名出版集团合作的英文原版影印商学教科书，也使广大工商界人士、经济管理类学生享用到最新最好质优价廉的国际教材。

祝愿我国的管理教育事业在社会各界的大力支持和关心下不断发展、日进日新；祝愿我国的经济建设在不断涌现的大批高层次的面向国际市场竞争、具备国际经营头脑的管理者的勉力经营下早日中兴。

赵纯均 教授

清华大学经济管理学院



# Preface

**Y**ou've made a good decision! You're taking a college course ... maybe more than one. Although you may sometimes feel like you're wasting your time being in college, you're not. Yes, it's expensive. Yes, it's even sometimes hard. 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's not what you'll face because you *are* enrolled in a college course—the course for which you've purchased this book.

## Key Changes to the 11th Edition

Here are some of the main changes we've made in the 11th edition:

- ▶ Two new chapters: Managing Diversity and Adaptive Organizational Design
- ▶ Two case applications in each chapter
- ▶ New *Leader Who Made a Difference* in each chapter
- ▶ New *By the Numbers* in each chapter
- ▶ New *Future Vision: The Working World in 2020* in 9 chapters
- ▶ New *A Manager's Dilemma* in each chapter
- ▶ 43 percent of the endnotes have been updated with references from 2009 and 2010
- ▶ New videos—up-to-date videos showing management topics in action, and access to the complete management video library, are available at [www.mymanagementlab.com](http://www.mymanagementlab.com). Visit there to gain access and learn more.

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

This course and this book are about management and managers. Managers are the one thing that all organizations—no matter the size, kind, or location—need. And there's no doubt that the world 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 textbook on it should reflect those changes to help prepare you to manage under the current conditions. We've written this 11th edition of *Management* to provide you with the best possible understanding of what it means to be a manager confronting change.

## Our Approach

Our approach to management is simple: Management is about people. Managers manage people. Thus, we introduce you to real managers, real people who manage people. We've talked with these real managers and asked them to share their experiences with you. You get to see what being a manager is all about—the problems these real managers have faced and how they have resolved those problems. Not only do you have the benefit of your professor's wisdom and knowledge, you also have access to your very own team of advisors and mentors.

## 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 have taught management classes. And that's what we expected of our students.



## User's Guide

Your management course may be described as a “survey” course because a lot of topics are covered very quickly, and none of the topics are covered in great depth. It can be overwhelming at times! Your classroom professor is your primary source of information and will provide you with an outline of what you're expected to do during the course. That's also the person who will be evaluating your work and assigning you a grade, so pay attention to what is expected of you! View us, your textbook authors, as your supplementary professors. As your partners in this endeavor, we've provided you the best information possible both in the textbook and in the materials on [mymanagementlab.com](http://mymanagementlab.com) to help you succeed in this course. Now it's up to you to use them!

## Getting the Most Out of Your Textbook: Getting 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 course's subject material. Professors like this particular textbook because it presents management from the perspective of the people who actually *do* management—real managers. So take advantage of that and read what these real managers have to say. See how they've handled managerial problems. Learn about their management styles and think about how you might manage.

In addition to what you can learn from these real managers, we provide several ways to help you get a good grade in this course. Use the review and discussion questions at the end of the chapter. They provide a great way to see if you understand the material you've just read. Also, use the materials on [mymanagementlab](http://mymanagementlab.com).

[Mymanagementlab](http://mymanagementlab.com) is a powerful online tool that combines assessment, reporting, and personalized study to help you succeed. [Mymanagementlab](http://mymanagementlab.com) gives you the opportunity to test yourself on key concepts and skills, track your own progress through the course, and use the personalized study plan activities—all to help achieve success in the classroom.

Finally, we include a wide variety of useful learning experiences both in the textbook and on [mymanagementlab](http://mymanagementlab.com). From ethical dilemmas and skill-building exercises to case analyses and hands-on management tasks, we've provided a lot of things to make your management course fun and worthwhile. Your professor will tell you what assignments you will be expected to do. But you don't need to limit your learning experiences to those. Try out some of the other activities, even if they aren't assigned. We know you won't be disappointed!

## Student Supplements CourseSmart eTextbook

CourseSmart is an exciting new choice for students looking to save money. As an alternative to purchasing the print textbook, you can purchase an electronic version of the same content. With a CourseSmart eTextbook, you can search the text, make notes online, print out reading assignments that incorporate lecture notes, and bookmark important passages for later review. For more information, or to purchase access to the CourseSmart eTextbook, visit [www.coursesmart.com](http://www.coursesmart.com).



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

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

If you are interested in additional self-assessments, this valuable tool includes 67 individual self-assessment exercises that allow you to assess your 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. S.A.L. is available as a printed workbook, a CD-ROM, and by an access code, so you have a choice of how you want to complete the assessments. S.A.L. ISBN 0-13-608376-5.

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# 目 录

<b>第 1 篇 管理学导论</b>	
第 1 章 管理和组织 .....	2
附加模块 管理史 .....	27
第 2 章 理解管理的情境:约束与挑战 .....	42
<b>第 2 篇 综合的管理问题</b>	
第 3 章 全球化环境中的管理 .....	68
第 4 章 对多样性的管理 .....	96
第 5 章 对社会责任和道德规范的管理 .....	122
第 6 章 对变革和创新的管理 .....	150
<b>第 3 篇 计划</b>	
第 7 章 作为决策者的管理者 .....	176
第 8 章 计划的基础 .....	202
第 9 章 战略管理 .....	222
附加模块 计划工具和技术 .....	248
<b>第 4 篇 组织</b>	
第 10 章 基本的组织设计 .....	262
第 11 章 适应性的组织设计 .....	286
第 12 章 人力资源管理 .....	310
附加模块 职业生涯管理 .....	340
第 13 章 团队管理 .....	344
<b>第 5 篇 领导</b>	
第 14 章 理解个人行为 .....	370
第 15 章 管理者与沟通 .....	402
第 16 章 激励员工 .....	428
第 17 章 作为领导者的管理者 .....	458
<b>第 6 篇 控制</b>	
第 18 章 控制导论 .....	484
第 19 章 运营管理 .....	514
附录 管理新创企业 .....	537

# Brief Contents

*Preface xxiii*

## **Part I Introduction to Management**

- Chapter 1** Management and Organizations 2  
**Module** Management History 27  
**Chapter 2** Understanding Management's Context: Constraints and Challenges 42

## **Part II Integrative Managerial Issues**

- Chapter 3** Managing in a Global Environment 68  
**Chapter 4** Managing Diversity 96  
**Chapter 5** Managing Social Responsibility and Ethics 122  
**Chapter 6** Managing Change and Innovation 150

## **Part III Planning**

- Chapter 7** Managers as Decision Makers 176  
**Chapter 8** Foundations of Planning 202  
**Chapter 9** Strategic Management 222  
**Module** Planning Tools and Techniques 248

## **Part IV Organizing**

- Chapter 10** Basic Organizational Design 262  
**Chapter 11** Adaptive Organizational Design 286  
**Chapter 12** Managing Human Resources 310  
**Module** Managing Your Career 340  
**Chapter 13** Managing Teams 344

## **Part V Leading**

- Chapter 14** Understanding Individual Behavior 370  
**Chapter 15** Managers and Communication 402  
**Chapter 16** Motivating Employees 428  
**Chapter 17** Managers as Leaders 458

## **Part VI Controlling**

- Chapter 18** Introduction to Controlling 484  
**Chapter 19** Managing Operations 514  
**Appendix:** Managing Entrepreneurial Ventures 537

*Endnotes 561*

*Photo Credits 607*

# Contents

Preface xxiii

## Part I Introduction to Management

<b>Chapter 1</b>	<b>Management and Organizations 2</b>
	<b>Why Are Managers Important? 4</b>
	<b>Who Are Managers and Where Do They Work? 5</b>
	Who Is a Manager? 5
	Where Do Managers Work? 6
	<b>What Do Managers Do? 8</b>
	Management Functions 9
	Mintzberg's Managerial Roles and a Contemporary Model of Managing 10
	Management Skills 12
	<b>How Is the Manager's Job Changing? 13</b>
	Importance of Customers to the Manager's Job 14
	Importance of Innovation to the Manager's Job 16
	Importance of Sustainability to the Manager's Job 16
	<b>Why Study Management? 17</b>
	The Universality of Management 17
	The Reality of Work 18
	Rewards and Challenges of Being a Manager 18
	<b>Boxed Features</b>
	A Manager's Dilemma 4
	BY THE NUMBERS 5
	FUTURE VISION   <i>The Working World in 2020</i> 7
	LEADER WHO MADE A DIFFERENCE   <i>Andrew Cherng</i> 12
	<i>My Response to A Manager's Dilemma</i> 19
	<b>Chapter Summary by Learning Outcomes 20</b>
	<b>Review and Discussion Questions 21</b>
	<b>Preparing for: My Career 21</b>
	<b>Case Application 1: More Than a Good Story 23</b>
	<b>Case Application 2: Flight Plans 24</b>
<b>Module</b>	<b>Management History 27</b>
	<b>Early Management 28</b>
	<b>Classical Approach 29</b>
	<b>Behavioral Approach 32</b>
	<b>Quantitative Approach 34</b>
	<b>Contemporary Approaches 36</b>



**Chapter 2 Understanding Management’s Context: Constraints and Challenges 42**

**The Manager: Omnipotent or Symbolic? 44**  
The Omnipotent View 44  
The Symbolic View 45

**The External Environment: Constraints and Challenges 46**  
The Economic Environment 47  
The Demographic Environment 47  
How the External Environment Affects Managers 48

**Organizational Culture: Constraints and Challenges 51**  
What Is Organizational Culture? 51  
Strong Cultures 52  
Where Culture Comes From and How It Continues 54  
How Employees Learn Culture 55  
How Culture Affects Managers 56

**Current Issues in Organizational Culture 58**  
Creating an Innovative Culture 58  
Creating a Customer-Responsive Culture 58  
Spirituality and Organizational Culture 58

**Boxed Features**  
A Manager’s Dilemma 44  
**FUTURE VISION** | *The Working World in 2020* 47  
**LEADER WHO MADE A DIFFERENCE** | *Betsy McLaughlin* 50  
**BY THE NUMBERS** 56  
*My Response to A Manager’s Dilemma* 61

**Chapter Summary by Learning Outcomes 62**  
**Review and Discussion Questions 63**  
**Preparing for: My Career 63**  
**Case Application 1: Out of Control 65**  
**Case Application 2: Dressing Up 66**

## **Part II Integrative Managerial Issues**

**Chapter 3 Managing in a Global Environment 68**

**Who Owns What? 70**  
**What’s Your Global Perspective? 71**  
**Understanding the Global Environment 72**  
Regional Trading Alliances 72  
Global Trade Mechanisms 76

**Doing Business Globally 77**  
Different Types of International Organizations 78  
How Organizations Go International 78

**Managing in a Global Environment 80**  
The Political/Legal Environment 80  
The Economic Environment 80  
The Cultural Environment 81  
Global Management in Today’s World 84

**Boxed Features**

A Manager's Dilemma 70

LEADER WHO MADE A DIFFERENCE | *Indra Nooyi* 72

BY THE NUMBERS 77

*My Response to A Manager's Dilemma* 87**Chapter Summary by Learning****Outcomes 88****Review and Discussion Questions 89****Preparing for: My Career 89****Case Application 1: Held Hostage 91****Case Application 2: Global Stumble 93****Chapter 4 Managing Diversity 96****Diversity 101 98**

What Is Workplace Diversity? 98

Why Is Managing Workforce Diversity So Important? 100

**The Changing Workplace 102**

Characteristics of the U.S. Population 102

What About Global Workforce Changes? 103

**Types of Workplace Diversity 105**

Age 105

Gender 106

Race and Ethnicity 107

Disability/Abilities 108

Religion 109

GLBT: Sexual Orientation and Gender Identity 109

Other Types of Diversity 110

**Challenges in Managing Diversity 110**

Personal Bias 110

Glass Ceiling 112

**Workplace Diversity Initiatives 112**

The Legal Aspect of Workplace Diversity 113

Top Management Commitment to Diversity 114

Mentoring 114

Diversity Skills Training 115

Employee Resource Groups 115

**Boxed Features**

A Manager's Dilemma 98

BY THE NUMBERS 109

LEADER WHO MADE A DIFFERENCE | *Kenneth I. Chenault* 112*My Response to A Manager's Dilemma* 116**Chapter Summary by Learning Outcomes 117****Review and Discussion Questions 118****Preparing for: My Career 118****Case Application 1: Mission Possible: Strategic Diversity 120****Case Application 2: Women in Management at Deutsche Telekom: Part 2 121**