 CENGAGE
Learning™



美国商学院原版教材精选系列

China Student Edition

管理学原理

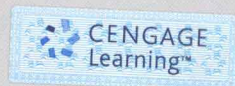
(第11版)

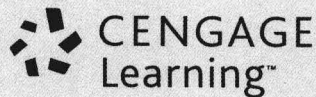
Eleventh Edition

PRINCIPLES OF MANAGEMENT

(美) Robert Kreitner 著

清华大学出版社





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

Robert Kreitner 著

清华大学出版社
北京

Robert Kreitner
Principles of Management, 11ed.
ISBN: 978-0-324-78917-1

Copyright © 2009 by South-Western, a part of Cengage Learning.

Original edition published by Cengage Learning. All rights reserved. 本书原版由圣智学习出版公司出版。版权所有，盗印必究。

Tsinghua University Press is authorized by Cengage Learning to publish and distribute exclusively this custom reprint edition. This edition is authorized for sale in the People's Republic of China only (excluding Hong Kong, Macao SAR and Taiwan). Unauthorized export of this edition is a violation of the Copyright Act. No part of this publication may be reproduced or distributed by any means, or stored in a database or retrieval system, without the prior written permission of the publisher.

此客户定制影印版由圣智学习出版公司授权清华大学出版社独家出版发行。此版本仅限在中华人民共和国境内（不包括中国香港、澳门特别行政区及中国台湾）销售。未经授权的本书出口将被视为违反版权法的行为。未经出版者预先书面许可，不得以任何方式复制或发行本书的任何部分。

Cengage Learning Asia Pte. Ltd.
5 Shenton Way, # 01-01 UIC Building, Singapore 068808

北京市版权局著作权合同登记号 图字：01-2010-5721

本书封面贴有 Cengage Learning 防伪标签，无标签者不得销售。
版权所有，侵权必究。侵权举报电话：010-62782989 13701121933

图书在版编目 (CIP) 数据

管理学原理 = Principles of Management: 第 11 版: 英文 / (美) 克瑞尼 (Kreitner, R.) 著. --北京: 清华大学出版社, 2010.10

(美国商学院原版教材精选系列)

ISBN 978-7-302-23908-6

I. ①管… II. ①克… III. ①管理学—高等学校—教材—英文 IV. ①C93

中国版本图书馆 CIP 数据核字 (2010) 第 187091 号

责任编辑: 徐学军

责任印制: 何 芊

出版发行: 清华大学出版社

地 址: 北京清华大学学研大厦 A 座

<http://www.tup.com.cn>

邮 编: 100084

社 总 机: 010-62770175

邮 购: 010-62786544

投稿与读者服务: 010-62776969, c-service@tup.tsinghua.edu.cn

质 量 反 馈: 010-62772015, zhiliang@tup.tsinghua.edu.cn

印 刷 者: 北京鑫丰华彩印有限公司

装 订 者: 三河市李旗庄少明装订厂

经 销: 全国新华书店

开 本: 203×260 印 张: 30.75

版 次: 2010 年 10 月第 1 版 印 次: 2010 年 10 月第 1 次印刷

印 数: 1~5000

定 价: 49.00 元

产品编号: 039349-01

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。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 (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

简 明 目 录

第一部分	管理挑战	1
第 1 章	管理者与企业家	2
第 2 章	管理思想的进化和发展	30
第 3 章	变化中的管理环境：多样性、全球经济和技术	58
第 4 章	国际管理与跨文化能力	86
第二部分	规划与决策制定	143
第 6 章	基本规划与项目管理	144
第 7 章	企业战略管理：计划长期成功	176
第 8 章	决策制定与创造性地解决问题	204
第三部分	组织、人力资源管理及沟通	235
第 9 章	组织：有效性、设计与文化	236
第 10 章	人力资源管理	268
第 11 章	网络时代的沟通	296
第四部分	激励和领导	331
第 12 章	激励工作绩效	332
第 13 章	团队动力和团队协作	366
第 14 章	影响力、权力和领导力	394
第 15 章	变革、冲突及协商	426
第五部分	组织控制程序	457
第 16 章	组织控制和质量提高	458

CONTENTS

PART ONE The Management Challenge

1

1 Managers and Entrepreneurs

2

THE CHANGING WORKPLACE

It Was the School of Hard Knocks for the CEO
of Switzerland's Novartis 3

Management Defined 5

Working with and Through Others 5; Achieving
Organizational Objectives 6; Balancing Effectiveness
and Efficiency 7; Making the Most of Limited
Resources 8; Coping with a Changing
Environment 8

ETHICS: CHARACTER, COURAGE, AND VALUES

Take the High Road 12

What Do Managers Do? 13

Managerial Functions 13; Managerial Skills 14;
Some Managerial Facts of Life (with No Sugar
Coating) 14

Learning to Manage 16

How Do Managers Learn to Manage? 17;
How Can Future Managers Learn to
Manage? 17

BEST PRACTICES

What Mountain Climbing Has Taught Jean Halloran
About Good Management 18

Small-Business Management 19

Exploding Myths About Small Business 19; Career
Opportunities in Small Business 20;
Entrepreneurship 20

Summary 23

Terms to Understand 23

MANAGER'S TOOLKIT

Career Tips for Today's and Tomorrow's Managers 24

ACTION LEARNING EXERCISE

Do You Have the Right Stuff to Be an Entrepreneur? 25

CLOSING CASE

Jennifer Reingold Samples a Day in the Life
of a Manager 27

Test Prepper 29

2 The Evolution of Management Thought

30

THE CHANGING WORKPLACE

Craigie Zildjian Carries on a 14-Generation
Tradition 31

The Practice and Study of Management 33

Information Overload 34; An Interdisciplinary
Field 34; No Universally Accepted Theory of
Management 34

The Universal Process Approach 35

Henri Fayol's Universal Management
Process 35; Lessons from the Universal
Process Approach 36

The Operational Approach 36

Frederick W. Taylor's Scientific Management 37;
Taylor's Followers 38; The Quality Advocates 39;
Lessons from the Operational Approach 40

ETHICS: CHARACTER, COURAGE, AND VALUES

Taking Zero Defects to Heart 41

The Behavioral Approach 41

The Human Relations Movement 42; Organizational
Behavior 43; Lessons from the Behavioral
Approach 44

The Systems Approach 44

Chester I. Barnard's Early Systems Perspective 45;
General Systems Theory 45; New Directions in
Systems Thinking 46; Lessons from the Systems
Approach 48

The Contingency Approach 48

Contingency Characteristics 48; Lessons from the
Contingency Approach 49

The Era of Management by Best Seller:

Proceed with Caution 49

What's Wrong with Management by Best Seller? 51;
How to Avoid the Quick-Fix Mentality 51; Putting
What You Have Learned to Work 52

Summary 52

Terms to Understand	53	
MANAGER'S TOOLKIT		
Recommended Publications for Staying Current in the Field of Management	53	
ACTION LEARNING EXERCISE		
Open-System Thinking and Recycling	54	
CLOSING CASE		
History Matters at This Wisconsin Boat Builder	55	
Test Prepper	57	
3 The Changing Environment of Management: Diversity, Global Economy, and Technology	58	
<hr/>		
THE CHANGING WORKPLACE		
You Raised Them, Now Manage Them	59	
The Social Environment	61	
Demographics of the New Workforce 61; A New Social Contract Between Employer and Employee 64; Nagging Inequalities in the Workplace 64; Managing Diversity 66		
VALUING DIVERSITY		
Leaders of the Pack	66	
ETHICS: CHARACTER, COURAGE, AND VALUES		
The Senator from Starbucks	68	
The Political-Legal Environment	68	
The Politicization of Management 68; Increased Personal Legal Accountability 71; Political-Legal Implications for Management 72		
The Economic Environment	72	
The Job Outlook in Today's Service Economy, Where Education Counts 72; Coping with Business Cycles 73; The Challenge of a Global Economy 74		
The Technological Environment	76	
The Innovation Process 77; Promoting Innovation Through Intrapreneurship 78		
Summary	79	
Terms to Understand	80	
MANAGER'S TOOLKIT		
How Business Leaders Can Help Women Break Through the Glass Ceiling	80	
ACTION LEARNING EXERCISE		
Crystal Ball Gazing	81	
CLOSING CASE		
Xerox's Inventor-in-Chief: Sophie Vandebroek	83	
Test Prepper	85	
4 International Management and Cross-Cultural Competence	86	
<hr/>		
THE CHANGING WORKPLACE		
A Global Small-Business Manager Works at the Beach in the Dominican Republic	87	
Global Organizations for a Global Economy	89	
The Internationalization Process 89; From Global Companies to Transnational Companies 91		
Toward Greater Global Awareness and Cross-Cultural Effectiveness	92	
Needed: Global Managers with Cultural Intelligence and Cross-Cultural Competencies 93; Contrasting Attitudes Toward International Operations 93; The Cultural Imperative 95; Understanding Cultural Diversity 97		
WINDOW ON THE WORLD		
Context Matters When It Comes to Muslim Names	98	
Comparative Management Insights	102	
Made-in-America Management Theories Require Translation 102; A Cross-Cultural Study of Work Goals 102; Lessons in Leadership from the GLOBE Project 103		
ETHICS: CHARACTER, COURAGE, AND VALUES		
Leading by Example—All the Way to China	105	
Staffing Foreign Positions	105	
Why do U.S. Expatriates Fail? 105; Cross-Cultural Training 106; What About North American Women on Foreign Assignments? 109; Relying on Local Managerial Talent 109		
Summary	109	
Terms to Understand	110	
MANAGER'S TOOLKIT		
Pat McGovern's Tips for Business Travelers	111	
ACTION LEARNING EXERCISE		
Look into the Cultural Mirror	111	
CLOSING CASE		
Tell the Kids We're Moving to Kenya	113	
Test Prepper	115	

PART TWO Planning and Decision Making**143****6 The Basics of Planning and Project Management** 144**THE CHANGING WORKPLACE**

Nintendo: "Wii Will Rock You" 145

Coping with Uncertainty 147

Three Types of Uncertainty 147; Organizational Responses to Uncertainty 148; Balancing Planned Action and Spontaneity in the Twenty-First Century 150

The Essentials of Planning 151

Organizational Mission 151; Types of Planning 152; Objectives 153; Priorities (Both Strategic and Personal) 155; The Planning/Control Cycle 156

ETHICS: CHARACTER, COURAGE, AND VALUES

Wells Fargo Helps Its Business Customers Control Fraud and Identity Theft 156

Management by Objectives and Project Planning 157

Management by Objectives 157; Project Planning and Management 158

WINDOW ON THE WORLD

How a Global Investment Bank Avoids E-mail Overload on Projects with a Wiki 163

Graphical Planning/Scheduling/**Control Tools** 163

Sequencing with Flow Charts 163; Scheduling with Gantt Charts 164; PERT Networks 165

Break-Even Analysis 167

Fixed versus Variable Costs 167; The Algebraic Method 168; The Graphical Method 169; Break-Even Analysis: Strengths and Limitations 169

Summary 170**Terms to Understand** 171**MANAGER'S TOOLKIT**

Ten Common Errors to Avoid When Writing a Plan for a New Business 171

ACTION LEARNING EXERCISE

How to Write Good Objectives and Plans (Plan = What + When + How) 172

CLOSING CASE

Ford's Hybrid SUV Team Races to the Finish 173

Test Prepper 175**7 Strategic Management: Planning for Long-Term Success** 176**THE CHANGING WORKPLACE**

The Cheese Queen's Bid for a Bigger Slice 177

Strategic Management = Strategic Planning + Implementation + Control 181**Thinking Strategically (Including E-Business Strategies)** 181

Synergy 182; Porter's Generic Competitive Strategies 183; Business Ecosystems 185; E-Business Strategies for the Internet 186

ETHICS: CHARACTER, COURAGE, AND VALUES

The End of Garbage? 184

The Strategic Management Process 189

Formulation of a Grand Strategy 190; Formulation of Strategic Plans 191

Strategic Implementation and Control 192

Implementation of Strategic Plans 192; Strategic Control 193; Corrective Action Based on Evaluation and Feedback 193

Forecasting 193

Types of Forecasts 194; Forecasting Techniques 195

BEST PRACTICES

Google's "Fail Fast" Strategy 194

Summary 198**Terms to Understand** 199**MANAGER'S TOOLKIT**

Reengineering 199

ACTION LEARNING EXERCISE

Thinking Strategically: A SWOT Analysis 200

CLOSING CASE

Sally Jewel's Market-Driven Strategy at REI 202

Test Prepper 203**8 Decision Making and Creative Problem Solving** 204**THE CHANGING WORKPLACE**

The Human Game Boy 205

Challenges for Decision Makers 207

- Dealing with Complex Streams of Decisions 207;
Coping with Uncertainty 210; Information-Processing
Styles 212; Avoiding Perceptual and Behavioral
Decision Traps 213
- VALUING DIVERSITY**
Are You a Biased Decision Maker? 209
- Making Decisions 215**
Making Programmed Decisions 216; Making
Nonprogrammed Decisions 216; A General Decision-
Making Model 216; Knowledge Management: A Tool
for Improving the Quality of Decisions 217
- Group-Aided Decision Making: A Contingency
Perspective 219**
Collaborative Computing 219; Group Involvement in
Decisions 220; The Problem of Dispersed
Accountability 220; Advantages and Disadvantages of
Group-Aided Decision Making 220; A Contingency
Approach Is Necessary 221
- Managerial Creativity 222**
What Is Creativity? 222; Workplace Creativity: Myth
and Modern Reality 223; Learning to Be More
Creative 223
- Creative Problem Solving 224**
Identifying the Problem 224; Generating
Alternative Solutions 226; Selecting a
Solution 227; Implementing and Evaluating the
Solution 228
- ETHICS: CHARACTER, COURAGE, AND VALUES**
Stephen Siegel Does Well By Doing Good 225
- Summary 228**
- Terms to Understand 229**
- MANAGER'S TOOLKIT**
How to Construct a Fishbone Diagram 229
- ACTION LEARNING EXERCISE**
How Creative Are You? 230
- CLOSING CASE**
The Phantasmagoria Factory 231
- Test Prepper 233**
- MANAGERS-IN-ACTION VIDEOS 234**
2A Strategic Leadership: Life is Good
2B New Balance

PART THREE Organizing, Managing Human Resources, and Communicating 235

9 Organizations: Effectiveness, Design, and Cultures 236

THE CHANGING WORKPLACE

**Eileen Fisher Inc. Is Driven by Founder's Passion and
Obsession 237**

Organizational Structure and Effectiveness 239

Characteristics Common to All Organizations 239;
Organization Charts 240; Organizations as Open
Systems 242; Organizational Effectiveness 243

ETHICS: CHARACTER, COURAGE, AND VALUES

Should We Admire Wal-Mart? 244

Contingency Design 245

The Burns and Stalker Model 245; Basic
Departmentalization Formats 248; Span of Control
251; Centralization and Decentralization 252

Effective Delegation 252

The Advantages of Delegation 254; Barriers to
Delegation 254

The Changing Shape of Organizations 254

Hourglass Organizations 256; Cluster Organizations
256; Virtual Organizations 256

VALUING DIVERSITY

Don't Take Your Superstars for Granted 255

Organizational Cultures 258

Characteristics of Organizational Cultures 258; Forms
and Consequences of Organizational Cultures 259;
The Process of Organizational Socialization 260;
Strengthening Organizational Cultures 261

Summary 261

Terms to Understand 262

MANAGER'S TOOLKIT

**If You Want to Be Delegated Important Duties, Then
Demonstrate a Lot of Initiative 262**

ACTION LEARNING EXERCISE

**An Organizational X Ray: Capturing the "Feel" of an
Organization's Culture 263**

CLOSING CASE

Toyota: "America's Best Car Company" 265

Test Prepper 267