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工商管理经典教材·英文影印版

Administration Classics

MANAGEMENT

管理沟通

COMMUNICATION

[美] Arthur H. Bell 阿瑟·H·贝尔 著  
Dayle M. Smith 黛尔·M·史密斯



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## Management Communication 管理沟通

[美] Arthur H. Bell 阿瑟·H·贝尔 著  
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## 出版说明

进入 21 世纪，随着中国加入 WTO，中国已全面融入国际社会。在当今中国，任何企业、任何组织，如果脱离政治、经济、文化等联系日益紧密的国际舞台，将寸步难行。任何企业和组织都不可避免地要应对来自全球范围的更加激烈的挑战。熟悉、了解国际经济环境，掌握国际企业运作规律，并能运筹帷幄、在潮起潮落中立于不败之地，是每一个企业家和创业者的追求。正因为如此，从 20 世纪八九十年代起，人们对学习国外工商管理知识的渴望与日俱增，工商管理教育的发展如火如荼。

中国人民大学出版社从 1996 年开始系统地引进国外工商管理教材，推出了“工商管理经典译丛”。该套译丛所选的都是国外商学院反复再版的经典教材。这些教材的出版，不仅引领了国内引进翻译国外工商管理著作的潮流，满足了国内商学院选用教材的需要，而且其所提供的新的管理知识和理念在实践中极大地提高了我国工商管理的水平。

为了强化这套书的品牌，近年来我社在以下几个方面做了更深入的工作。

一、及时跟踪翻译出版已有版本的后续版。我们最先引进的教材在国外都是一版再版，原作者不断追踪管理学科理论的最新发展，并追踪瞬息万变的管理实践，将前沿理论、最新案例不断补充到教材中。我们将在今后陆续推出《管理学》、《管理经济学》、《组织行为学》、《人力资源管理》等书的最新版，使国内读者能与国外读者同步领略世界管理大师的最新风采。

二、在原有核心课程教材的基础上，按照专业细分，适时推出它们的子系列，如：市场营销系列、跨国企业管理系列、国际质量管理系列等。

三、选择部分教材，出版英文影印版。为了满足高校管理学教学中推行双语教学的需要，我社聘请了熟悉国内外教学和学科发展的专家，从欧美现行教材中遴选、引进了一批具有国际领先水准的英文原版教材，以影印形式出版，供开设相应课程的高等学校选用。

四、引进出版与教材配套的教辅材料。我们引进的经典教材，其英文原版大部分都配有教师用书、光盘、学生用书等。对学生用书，我们会翻译出版；对教师用书等教辅材料，我们将根据教师填写的反馈表，通过网络或邮寄等形式免费向使用教材的教师提供。

“出教材学术精品，育人文社科英才”是我们的出版理念。希望通过我们的努力，不断推

出更多更好的经济和管理类出版物，推动我国工商管理教育的发展，提升我国工商管理的实践水平，并培育出一批能为我国经济和社会发展做出杰出贡献的职业经理人。

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2003年9月

# 前言

《管理沟通》是写给新世纪的新一代经理人的。书中回答了一系列以“怎样……？”开头的问题。例如：怎样利用有效的沟通工具帮助组织实现其使命？商务写作者或演讲者怎样使其沟通适合读者或听众的特殊需要？经理人怎样充分利用当今最新的沟通技术？新兴的经理人怎样为迎接跨文化沟通带来的挑战作好最充分的准备？尤为重要的是，社会各阶层的劳动者们怎样才能发展出真诚而符合道德的方法，以实现组织内由上至下、由下及上以及从侧面到全面的沟通呢？

通过清晰的解释和现实的案例，本书对以上问题及相关问题都做了回答。与同类图书不同的是，本书强调商务沟通者“做正确的事”，而不仅仅是“正确地做事”的道德要求，由此使讨论的对象超越了传统问题的范畴，扩展到有关战略和风格的问题。为时间所迫的商务写作者可以学到如何当场产生创意而不是等着灵感到来；紧张得手心出汗的商务演讲者可以读到著名的精神病专家有关怎样调节神经紧张的建议。

书中所阐述的内容在现实中经常可以用到。使用本书的经理人和准经理人将会发现他们身处一种激烈的挑战中，需要不断思考各种各样的商业困境和沟通方法。

本书的特点有：

- 紧扣每章主题而精选的 25 个案例印证了现实世界中的商业困境可以通过战略性沟通来解决。
- 附有简明参考手册，对有关语法、标点符号、词语的用法及文献的问题给出了解答。
- 每章后备有大量练习以适应不同的学习方式和课程定位的需要。
- 许多完整的商务案例穿插于正文的其中/其前/其后，便于编辑与排版。
- 有用的缩写与简称将帮助写作者更快地达到专业水平。
- 不仅包含对新兴沟通技术的描述，还介绍了具体技术和贸易技巧（如适用于电子邮件、传真、视频会议、因特网及其他电子沟通方式的技巧）。

在其他方面，本书也独具特色。首先，该书由一位先生和一位女士共同编写完成，两人对各自的观点保持平衡的态度。其次，本书的网站中有供个人选择的网络练习，其中包含网络指引，可查到与管理沟通相关的 800 多个网址。最后，本书针对进一步学习的学生补充了部分听、说、写的课程，内容涉及许多新出现的问题，例如，在公司出现危机时该怎样沟通；怎样在镜头前展示自己；怎样在采访中举止得体；怎样利用电子信息寻求职业机会；怎样参加和领导成功会谈；怎样举行媒体发布会；怎样进行跨文化沟通的写作与演讲；怎样更为协调地工作；以及其他重要主题。我们提供了全球视角。除有一整章专门探讨跨文化沟通的主

题外，本书还把全球性观点融入管理沟通的几乎所有方面的讨论中。

在配套的教师手册中，包括测验与考试、补充案例、视频与音频教学资料指引、简要大纲、注释说明以及其他有用的提示。通过本书网址 <http://www.wiley.com/college/bell>，你还可以观看和下载本书的幻灯片，并得到更多的网络资源帮助。



# 导 论

本书基于如下三个重要前提：

- **你可能没有时间来阅读所有这些内容。**正如大多数忙碌的经理人或准经理人，你面临着现实生活中超量的信息。因此，我们设法去寻找并抓住重点。我们希望你阅读到的每句话都与你的事业成功紧密相连。

- **你对书本的依赖将随时间的流逝变得越来越少。**在你受教育和工作的过程中，网络已成为极其重要的资源。因此，我们在网上提供了与本书相配套的资料，那是我们所认为的能够帮助你获得管理沟通网上资源的最完整的指引。另外，我们也在网上准备了许多与书本相关的练习和作业。

- **与学习沟通相比，你更在意实际进行沟通。**在你的商务工作和学术研究中，掌握熟练的沟通技巧已经成为你“必备”的技能。为了提高自己的沟通技能，你极其关注一些特殊技巧。因此，在本书中，对于沟通的指导，我们遵循“解释—尝试—评估—完善”这样一个过程。我们认为，对你的事业而言，作为一个沟通者你能做的远比你能列举的要重要得多。

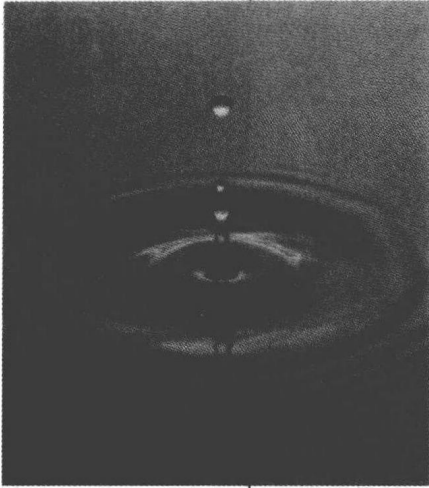
使用这本书的学生，可能大多数并不是学沟通专业的，也可能将来不会成为公司里的沟通指导者。相反，他们更可能在诸如会计、金融、营销、管理、信息技术、通信以及人力资源等领域有所成就。基于这个考虑，我们把沟通理念和技巧应用于超越沟通本身的商务情境中。附录 A 里所列举出的案例就很好地证明了这一点。通过学习整本书，你一定可以将沟通技巧和洞察力用到许多领域，例如零售业、制造业、生物科学技术领域、运输业、食品服务业、房地产业、个人与公司理财、个人计划与监督等。

最后，我们对选择本书作为教材的教授们和购买本书的学生们表示衷心的感谢。笔者和出版商欢迎您提出宝贵意见和建议。请按如下地址联系我们，您将得到及时的回应。

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# MANAGEMENT COMMUNICATION

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# Preface

*Management Communication* serves a new generation of managers in a new century by answering the questions beginning with “How?”—How can communication tools help organizations achieve their missions? How can business writers and speakers adapt their communications to the specific needs of their audiences? How can managers make the best use of new communication technologies? How can rising executives prepare for intercultural communications challenges? Above all, how can workers at *all* levels develop sincere, ethical approaches to upward, lateral, and downward communication in their organizations?

Through clear explanations and contemporary examples, this text answers these questions and others. This book is different. Throughout, this book emphasizes the ethical imperative of doing the right thing for business communicators, not simply doing things right. This expands the discussion beyond traditional and conventional issues to the issues of strategy and style. Business writers pressed for time learn how to generate ideas on the spot instead of waiting for inspiration. Business speakers with sweaty palms read a noted psychiatrist’s advice for dealing with speaker’s nerves. Managers preparing for intercultural business service find discussions of actual documents and presentations from major trading cultures.

There are frequent opportunities to practice what the book preaches. Managers and managers-in-training who use this book will find themselves engaged in the exciting challenge of thinking through various business dilemmas and communications solutions. In the process, students will develop their own “voices” in writing and speaking—personally appropriate styles that they can use with confidence and commitment throughout their careers. Special features include:

- Twenty-five cases keyed to chapter topics pose real-world business dilemmas that can be resolved by strategic communication.
- A concise, bound-in handbook answers questions about grammar, punctuation, usage, and documentation.
- A variety of exercises for each chapter allows for a wide range of learning styles and course orientations.

- Dozens of full-length examples of business documents, some in before/after versions, show editing and revision possibilities.
- Helpful shortcuts and acronyms (for example, the SALES and ACTION patterns for letters) help writers achieve professional results quickly.
- New communication technologies are not merely described; students learn strategic ways to achieve their goals through specific techniques and tricks-of-the-trade appropriate to e-mail, fax, videoconferencing, the Internet, and other electronic communication channels.

This book is unique in other ways as well. First, it is co-authored by a man and a woman, both of whom bring balanced treatment of their points of view. Second, it includes optional Internet exercises and cases tied to the book's Web site, which includes a powerful Internet Resource Guide, an annotated directory with links to more than 800 Web addresses directly related to management communication. Third, it supplements lessons in management writing, speaking, and listening with thorough coverage of many emerging issues for advanced business students, such as, how to communicate during a company crisis, how to present and interact on camera, how to conduct behavioral hiring interviews, how to seek career opportunities electronically, how to lead and participate in effective meetings, how to meet the media, how to write and speak for intercultural audiences, how to work collaboratively, and other important topics. We offer a global focus. In addition to a full chapter dedicated to intercultural communication topics, the book integrates a global perspective into the discussion of virtually all aspects of management communication. Above all, this book is written with *enthusiasm for management communication* and is targeted to students who intend to enjoy their academic studies and management careers.

An Instructor's Manual is available that includes quizzes and tests, supplemental cases, a guide to video and audio teaching materials, sample syllabi, marking guides, and other useful aids. PowerPoint presentation slides can be viewed and downloaded from the book's Web site at <http://www.wiley.com/college/bell>. The Internet Resource Guide is available on the Web.

## ACKNOWLEDGMENTS

The lessons organized here grew out of the authors' own research and teaching with MBA, EMBA, and upper-level undergraduate business students as well as from extensive conversation and consultation with practicing managers and executives. Of the more than 100 companies and government organizations that provided access to people and documents for this book, we single out twenty for special thanks: Price-Waterhouse, PaineWebber, TRW, Lockheed Martin, Citicorp, Sun Microsystems, Charles Schwab, American Stores, Cost Plus World Markets, China Resources, Guangdong Enterprises, the U.S. State Department, the Colonial Williamsburg Foundation, the Central Intelligence Agency, the U.S. Coast Guard, New York Life Insurance, IBM, Pacific Bell, British Telecommunications, and Deutsche Telekom.

We also thank our many supportive colleagues and friends at the University of Southern California, Georgetown University, and the McLaren School of Business at the University of San Francisco, where Dean Gary Williams encouraged our efforts and offered

valuable insights. Our interactions with Professors Tom Housel, Bill Murray, Kathy Kane, Zhan Li, Steve Alter, Karl Boedecker, Dan Blakley, Barry Doyle, Heather Cowan-Spiegel, Ofelia Alayeto, Peggy Takahashi, Carol Graham, Caren Siehl, Dave Bowen, Mary Ann von Glinow, Norman Sigband, Doug McCabe, Denis Neilson, Steve Huxley, Alev Efendioğlu, Heather Hudson, Roger Chen, Richard Puntillo, Eugene Muscat, Rex Bennett, and Ming Xian Liu added significant perspective to our work. We appreciate and respect them all.

Thanks also go to those who reviewed this work in various stages of development and offered suggestions for its improvement. We appreciate the constructive feedback from: Judi Brownell, Cornell University; Heather Cowan-Spiegel, University of San Francisco; W. Tracy Dillon, Portland State University; Francine S. Hall, University of New Hampshire; Rhonda S. Palladi, Georgia State University; Erik Skopec, West Coast University; William Sonnenschein, University of California, Berkeley; and Anthony Townsend, University of Nevada, Las Vegas.

Finally, we thank Ellen Ford, Ann Pulido, and their many colleagues at John Wiley & Sons for their expertise, patience, ideas, and encouragement during this project. Only authors know how much a good publisher can add to a book.

## ABOUT THE AUTHORS

Arthur H. Bell is Professor of Management Communication at the McLaren School of Business, University of San Francisco, where he directs the Management Communication Program and teaches communication strategy at the MBA, EMBA, and undergraduate levels. He holds his Ph.D. in English from Harvard University and is the author of 36 books on a variety of management communication and business-related topics. His most recent book is *A Framework for Knowledge Management*, forthcoming in 1999.

Dayle M. Smith is Professor of Management at the McLaren School of Business, University of San Francisco. She teaches leadership, communication, organizational behavior, teambuilding, and human resource topics at the MBA, EMBA, and undergraduate levels. She is the author of several recent books on motivation, leadership, interpersonal communication, and work/family issues. Her book, *Women at Work: Leadership for a New Century*, is forthcoming in early 1999. Bell and Smith consult separately and together for more than forty Fortune 500 companies.

***Dedication***

*The authors dedicate this work with love to their parents,  
Arthur and Dorothy Bell, and Owen and Hinda Smith.*

# Introduction

We make three important assumptions in this textbook:

- *You probably don't have time to read these pages.* Like most busy managers or managers-in-training, you face information overload as a daily reality. Consequently, we have tried to get to the point and stick to the point. We want each sentence you read here to *matter* to your business and academic success.
- *You will rely less and less on books in the years ahead.* The Internet has probably already become an important resource in your educational and business life. Therefore, we have accompanied this textbook with what we believe to be the most complete guide to management communication resources available on the Internet. In addition, we have based many of the textbook's exercises and assignments on Internet exploration and use.
- *You care more about communicating than learning about communication.* Because excellent communication skills are already a "must-have" in your business and academic life, you are no doubt eager to focus on specific techniques to improve those skills. In this textbook, therefore, we follow the "explain it—try it—evaluate it—perfect it" approach to communication instruction. We believe that what you can *do* as a communicator is more important to your career than the number of terms you can list.

The great majority of students using this textbook will not major in communication nor will they become communication directors within their organizations. Instead, they will find success in fields such as accounting, finance, marketing, management, information systems, telecommunications, and human resources. For this reason, we have *applied* the communication concepts and techniques in this textbook to business situations outside the area of communication itself. A quick glance at the Cases in Appendix A will make the point concretely. There, and throughout the text, you will find the opportunity to apply communication skills and insights to such fields as retail sales, manufacturing, biotechnology, transportation, food services, real estate, personal and corporate financial management, personal planning and supervision, and many other areas.

Finally, we want to express appreciation to the professors who have chosen to use



this textbook and to the students who have purchased it. Your questions, comments, and suggestions are welcomed by the authors and publisher. We invite you to e-mail us (Art Bell's e-mail: bell@usfca.edu, Dayle Smith's e-mail: smithdm@usfca.edu) or write to us at the McLaren School of Business, University of San Francisco, San Francisco, CA 94117. You *will* receive a prompt response.