



美国商学院原版教材精选系列

Mc
Graw
Hill Education

管理学

全球竞争中的领导与合作

(第9版)

Management

Leading & Collaborating in a Competitive World

Ninth Edition

(美) 托马斯·S. 贝特曼 (Thomas S. Bateman) 著
斯考特·A. 斯奈尔 (Scott A. Snell)

Management

Collaborating in a Competitive World

Ninth Edition

清华大学出版社





美国商学院原版教材精选系列

Mc
Graw
Hill

Education

管理学

全球竞争中的领导与合作

(第9版)

Management

Leading & Collaborating in a Competitive World

清华大学出版社
北 京

Thomas S. Bateman, Scott A. Snell

Management: Leading & Collaborating in a Competitive World, 9th Edition

ISBN: 978-0-07-813724-2

Copyright ©2011 by the McGraw-Hill Companies, Inc.

All Rights Reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including without limitation photocopying, recording, taping, or any database, information or retrieval system, without the prior written permission of the publisher.

This authorized English abridgement edition is jointly published by McGraw-Hill Education (Asia) and Tsinghua University Press Limited. This edition is authorized for sale in the People's Republic of China only, excluding Hong Kong, Macao SAR and Taiwan.

Copyright © 2011 by McGraw-Hill Education (Asia), a division of the Singapore Branch of The McGraw-Hill Companies, Inc. and Tsinghua University Press Limited.

版权所有。未经出版人事先书面许可，对本出版物的任何部分不得以任何方式或途径复制或传播，包括但不限于复印、录制、录音，或通过任何数据库、信息或可检索的系统。

本授权英文影印删减版由麦格劳-希尔（亚洲）教育出版公司和清华大学出版社有限公司合作出版。此版本经授权仅限在中华人民共和国境内（不包括香港特别行政区、澳门特别行政区和台湾地区）销售。

版权©2011 由麦格劳-希尔（亚洲）教育出版公司与清华大学出版社有限公司所有。

北京市版权局著作权合同登记号 图字：01-2010-6807

本书封面贴有 McGraw-Hill 公司防伪标签，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：全球竞争中的领导与合作：第9版= Management: Leading & Collaborating in a Competitive World, 9e：英文/（美）贝特曼(Bateman,T.S.)，（美）斯奈尔(Snell,S.A.)著. --北京：清华大学出版社，2010.12

（美国商学院原版教材精选系列）

ISBN 978-7-302-24212-3

I. ①管… II. ①贝… ②斯… III. ①管理学—英文 ②国际化—竞争—世界—英文 IV. ①C93②F114

中国版本图书馆 CIP 数据核字(2010)第 222347 号

责任编辑：高晓蔚

责任印制：王秀菊

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：清华大学印刷厂

装 订 者：三河市金元印装有限公司

经 销：全国新华书店

开 本：203×260 印 张：36 插 页：1

版 次：2010 年 12 月第 1 版 印 次：2010 年 12 月第 1 次印刷

印 数：1~5000

定 价：55.00 元

产品编号：038659-01

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,基本上是已再版多次、在国外深受欢迎、并被广泛采用的优秀教材,是该领域中具有权威性的经典之作。

本书作为国外经典的管理学教材,一直以来被许多学校选做管理学课程的教材,深受广大师生欢迎,迄今已再版至第9版,作者贝特曼和斯奈尔在每次再版修订中都作了很多与时俱进的更新和改善。

感谢麦格劳-希尔出版公司对清华大学出版社独家授予本书的影印版版权,使我们能够将这本深受读者喜爱的管理学教科书原汁原味地奉献给更多的中国读者。应原书出版方的要求,并适应我国的教学实际情况,我们删减了少数章节(删去了第9章“Human Resources Management”,第10章“Managing the Diverse Workforce”以及附录、注释、索引、各章小结等),使本书的篇幅和定价更适合广大学生。在采用原书页码的同时,我们还按顺序编制了新的页码,望读者注意。

在本书的审阅过程中,我们得到了清华大学经济管理学院王雪莉老师的热情帮助和支持,在此表示感谢!

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。

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,如今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。

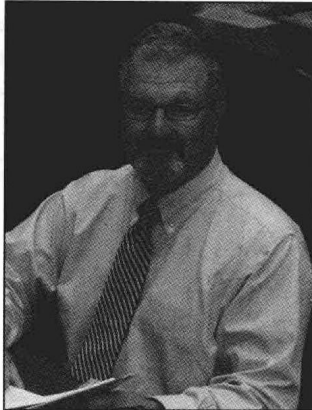
愿英/双语教学的师资队伍愈益壮大,愿英/双语教学更加有力地推动我国教学方法与国际接轨,愿我国高校各级学生在英/双语教学中受益良多,茁壮成长!

对外经济贸易大学
傅慧芬

About the Authors

Thomas S. Bateman

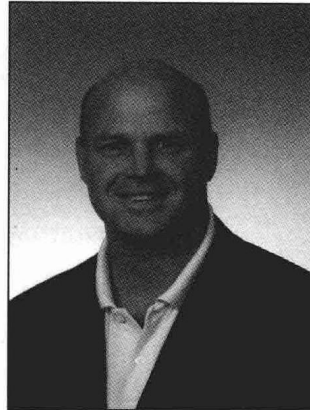
Thomas S. Bateman is Bank of America Professor and management area coordinator in the McIntire School of Commerce at the University of Virginia. He teaches leadership courses and is director of a new leadership minor open to undergraduate students of all majors. Prior to joining the University of Virginia, he taught organizational behavior at the Kenan-Flager Business School of the University of North Carolina to undergraduates, M.B.A. students, Ph.D. students, and practicing managers. He also taught for two years in Europe as a visiting professor at the Institute for Management Development (IMD), one of the world's leaders in the design and delivery of executive education. Professor Bateman completed his doctoral program in business administration in 1980 at Indiana University. Prior to receiving his doctorate, Dr. Bateman received his B.A. from Miami University. In addition to Virginia, UNC-Chapel Hill, and IMD, Dr. Bateman has taught at Texas A&M, Tulane, and Indiana universities.



Professor Bateman is an active management researcher, writer, and consultant. He has served on the editorial boards of major academic journals and has presented numerous papers at professional meetings on topics including managerial decision making, job stress, negotiation, employee commitment and motivation, group decision making, and job satisfaction. His articles have appeared in professional journals such as the *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Journal of Management*, *Business Horizons*, *Journal of Organizational Behavior*, and *Decision Sciences*.

Dr. Bateman's current consulting and research centers on practical wisdom in business executives, leadership in the form of problem solving at all organizational levels, various types of proactive behavior by employees at all levels, and the successful pursuit of long-term work goals. He works with organizations including Nokia, Singapore Airlines, the Brookings Institution, the U.S. Chamber of Commerce, the Nature Conservancy, and LexisNexis.

Scott A. Snell



Scott Snell is the E. Thayer Bigelow Professor of Business Administration at the University of Virginia's Darden Graduate School of Business. He teaches in the Leadership and Organization area and specializes in strategic human resource management. He has worked with a number of Fortune 500 companies to address the alignment of investments in talent and strategic capability.

Professor Snell is the author of more than 50 publications in professional journals and edited texts, including the *Academy of Management Journal*, *Academy of Management Review*, *Human Resource Management*, *Human Resource Management Review*, *Industrial Relations*, *Journal of Business Research*, *Journal of Management*, *Journal of Managerial Issues*, *Journal of Management Studies*, *Organizational Dynamics*, *Organization Studies*, *Personnel Psychology*, and *Strategic Management Journal*. He has coauthored four books: *Managing Human Resources*, *Management: Leading and Collaborating in a Competitive World*, *M: Management*, and *Managing People and Knowledge in Professional Service Firms*, and has coedited the *Sage Handbook of Human Resource Management*. He has served on the boards of the Society for Human Resource Management Foundation, the Academy of Management's Human Resource Division, the *Human Resource Management Journal*, the *Academy of Management Journal*, and the *Academy of Management Review*.

Prior to joining the Darden faculty in 2007, Scott was Professor and Director of Executive Education at Cornell University's Center for Advanced Human Resource Studies and Professor of Management in the Smeal College of Business at Pennsylvania State University. He received a B.A. in psychology from Miami University, as well as M.B.A. and Ph.D. degrees in business administration from Michigan State University. Originally from Lodi, Ohio, Scott now lives in Charlottesville, Virginia, with his wife and three children.

Preface

Welcome to our 9th edition! Thank you to everyone who has used and learned from previous editions, and helped make this book such a success. We are proud to present the newest edition.

As we went to press, stock markets worldwide were rebounding from the previous year's crash. Confidence in the global economy seemed to be returning, until bad news periodically threw new wrenches into the outlook. Sustainability had become a more mainstream and widespread business concern and objective (as reflected in this as well as our previous editions). China had been investing heavily in Africa for years, and Secretary of State Hillary Clinton completed a trip to Africa intended to develop stronger ties with a number of African nations. Iraq's future was highly uncertain, and Afghanistan was getting worse. Under President Obama, health care reform was Topic A but resistance was fierce. Twitter was the new rage, and reality shows were showcasing B-list celebrities and politicians.

But you won't be reading this at the moment we went to press. Those events and trends could still be around, or they may have disappeared or reversed themselves. If they no longer hold, their repercussions still could persist—thus, they may still be relevant (or not). The world continues to change, evolve, and offer new challenges and opportunities.

As things change in the world, they change in business and management. The metaphorical glass sometimes seems half-empty, because unfortunate world events, disconcerting trends, and ineffective and unethical management practices will continue. But good people will continue to “step up” and take on important leadership roles, managing well and making things better, as they always have. In this book, you will read about many managers, some doing things brilliantly, others making mistakes (with some learning from their mistakes, and some not). Some organizations rise from the ashes, or come from seemingly nowhere, to become the next hot investment. Some organizations are high-flyers one day and come crashing down the next. Some achieve greatness, and have occasional downturns, but continue being great.

These performance shifts occur in large part due to the ways in which they are managed, and partly from how circumstances change. Business environments, like pendulums, swing from one extreme to another. These changes will contribute to the fall of some currently successful companies and managers and the rise of others who currently struggle or are now just dreaming of new business ideas.

For you, as a businessperson as in life, uncertainty will be a constant state of affairs. That is, no one knows for certain what will happen, or what to do in pursuit of a successful future. Luck and the right circumstances can help companies (and people) succeed in the short run. But in the long run good management is essential.

Fortunately, you have access to current knowledge about how to manage. We have learned a lot from the companies that have succeeded and failed. The continuing experiment created by the vast array of management practices that exist in the business world, combined with sound research that helps tease out what works from what doesn't, helps us learn from mistakes and identify the most important lessons and useful practices that managers can employ. We hope that you will not only learn as much as you can about this vital activity but also commit to applying it—by reading and learning, and by using it in the best possible ways.

This book and the course you are taking will help you face the managerial challenges of a changing world. In doing so, they will help you identify what's important and what's not, make good decisions, and take effective action on behalf of yourself, your colleagues, and the organizations for which you work.

Our Goals

Our mission with this text hasn't changed from that of our previous editions: to *inform*, *instruct*, and *inspire*. We hope to *inform* by providing descriptions of the important concepts and practices of modern management. We hope to *instruct* by describing how you can take action on the ideas discussed. We hope to *inspire* not only by writing in a positive, interesting, and optimistic way but also by providing a real sense of the opportunities ahead of you. Whether your goal is starting your own company, leading a team to greatness, building a strong organization, delighting your customers, or generally forging a positive future, we want to inspire you to take positive actions.

We hope to inspire you to be both a thinker and a doer. We want you to think about the issues, think about the impact of your actions, think before you act. But being a good thinker is not enough; you also must be a doer. Management is a world of action. It is a world that requires timely and appropriate action. It is a world not for the passive but for those who commit to positive accomplishments.

Keep applying the ideas you learn in this course, read about management in sources outside of this course, and keep learning about management after you leave school and continue your career. Make no mistake about it: learning about management is a personal voyage that will last years, an entire career, your entire lifetime.

Competitive Advantage

Today's world is competitive. Never before has the world of work been so challenging. Never before has it been so imperative to your career that you learn the skills of management. Never before have people had so many opportunities and challenges with so many potential risks and rewards.

You will compete with other people for jobs, resources, and promotions. Your organization will compete with other firms for contracts, clients, and customers. To survive the competition, and to thrive, you must perform in ways that give you an edge over your competitors, that make the other party want to hire you, buy from you, and do repeat business with you. You will want them to choose you, not your competitor.

To survive and thrive, today's managers have to think and act strategically. Today's customers are well educated, aware of their options, and demanding of excellence. For this reason, managers today must think constantly about how to build a capable workforce and manage in a way that delivers the goods and services that provide the best possible value to the customer.

By this standard, managers and organizations must perform. Five essential types of performance, on which the organization beats, equals, or loses to the competition, are *cost*, *quality*, *speed*, *innovation*, and *service*. These five performance dimensions, when managed well, deliver value to the customer and competitive advantage to you and your organization. We will elaborate on all of these topics throughout the book.

The idea is to keep you focused on a type of "bottom line," to make sure you think continually about "delivering the goods" that make both you and your organization a competitive success. This results-oriented approach is unique among management textbooks.

Leading & Collaborating

Yes, business is competitive. But it's not that simple. In fact, to think strictly in terms of competition is overly cynical, and such cynicism can sabotage your performance. The other fundamental elements in the success equation are collaboration and leadership. People working with, rather than against, one another

is essential to competitive advantage. Put another way, you can't do it alone—the world is too complex, and business is too challenging.

You need to work with your teammates. Leaders and followers need to work as collaborators more than as adversaries. Work groups throughout your organization need to cooperate with one another. Business and government, often viewed as antagonists, can work productively together. And today more than ever, companies that traditionally were competitors engage in joint ventures and find other ways to collaborate on some things even as they compete in others. Leadership is needed to make these collaborations happen.

How does an organization create competitive advantage through collaboration? It's all about the people, and it derives from good leadership. Three stereotypes of leadership are that it comes from the top of the company, that it comes from one's immediate boss, and that it means being decisive and issuing commands. These stereotypes may contain grains of truth, but the reality is much more complex. First, the person at the top may or may not provide effective leadership—in fact, many observers believe that good leadership is far too rare. Second, organizations need leaders at all levels, in every team and work unit. This includes you, beginning early in your career, and this is why leadership is an important theme in this book. Third, leaders should be capable of decisiveness and of giving commands, but relying too much on this traditional approach isn't enough. Great leadership is far more inspirational than this, and helps people both to think differently and also to work differently—including working collaboratively, with a focus on results.

Leadership—from your boss, as well as from you—generates collaboration, which in turn creates results that are good for the company and good for the people involved.

As Always, Currency and Variety in the 9th Edition

It goes without saying that this textbook, in its 9th edition, remains on the cutting edge of topical coverage, as updated via both current business examples and recent management research. Chapters have been thoroughly updated, and students are exposed to a broad array of important current topics.

We have done our very best to draw from a wide variety of subject matter, sources, and personal experiences. We continue to emphasize throughout the book themes such as real results, ethics, cultural considerations, and leadership and collaboration. Here

is just a small sampling of new highlights in the 9th edition, enough to convey the wide variety of people, organizations, issues, and contexts represented throughout the text.

Chapter 1

- Tesla Motors, an electric-car start-up, tries to revolutionize the automotive industry.
- Global reach allows a manufacturer's rep to expand business into China.
- New examples of cost competitiveness include Hewlett-Packard and its strategies to improve efficiencies.

Chapter 2

- Green Mountain Coffee Roasters cultivates fair-trade relationships with suppliers.
- Updated graphics on economic data.
- New examples to demonstrate the concepts of culture (Google and Sprint).

Chapter 3

- Anne Mulcahy's decisions pull Xerox back from the brink.
- An economic crisis forces companies to find innovative alternatives.
- Financial benefits of sustainability.

Chapter 4

- The new unfolding case is about Olli-Pekka Kallasvuo, CEO of Nokia.
- A management coaching firm develops a new strategy to bring in business during an economic downturn.
- Collaborating with key stakeholders.

Chapter 5

- Walmart goes green, responding to critics and helping its bottom line.
- Ethics of blogging and "astroturfing" about companies and products.
- Where the United States stands in the "honesty" rankings.

Chapter 6

- Kraft's unique strategy to improve its global market share.
- Disney opens English schools in China.
- The importance of managers understanding local social norms and cultures.

Chapter 7

- Richard Branson turns to renewable energy in one of his latest endeavors.
- Many new examples of green and socially responsible entrepreneurs.
- Managing risk in the economic downturn.

Chapter 8

- Whirlpool adapts organizational structure to improve growth.
- Company boards rely on more outside directors for guidance.
- Adding middle management layer helps software company grow efficiently.

Chapter 9

- Capitalizing on Corning's strengths to bring the company back to profitability.
- Going "lean" helps Dur-A-Flex maintain its organizational agility.
- Analyzing the American Customer Satisfaction Index.

Chapter 10

- Enterprise Rent-a-Car and its successful HR strategies.
- PriceSpective and its innovative approach to dealing with staffing needs.
- Using simulation games to supplement management training at all levels.

Chapter 11

- Marriott International's commitment to diversity training for all employees.
- The use of social networking Web sites to reach prospective employees.
- The importance of employee support groups within an organization.

Chapter 12

- Amory Lovins may help wean America off of fossil fuels.
- One city administrator's leadership in the aftermath of a devastating Kansas tornado.
- Tips for developing leadership abilities.

Chapter 13

- How Tony Hsieh motivates employees at Zappos.com.
- Examples of how companies motivate employees to take care of their health while lowering health care costs.

- New “psychological contract” example for a frustrated HR manager.

Chapter 14

- Championing teamwork at Cisco Systems.
- Common mistakes team leaders make.
- Challenges that exist in multicultural teams.

Chapter 15

- What customers “Digg” about Kevin Rose’s communication style.
- Accenture’s employee programs foster communication and strong working relationships.
- Revamping a company Web site to communicate more effectively with customers.

Chapter 16

- How Legal Sea Foods maintains control.
- An accounting firm’s formal control process ensures exceptional client service.
- Better business through budgeting.

Chapter 17

- Honda’s flexible manufacturing system drives the company’s innovation winning streak.
- Too much innovation may be one game designers’ downfall.
- A unique lab program allows Intuit employees to focus a percentage of their time on innovation and collaboration.

Chapter 18

- SC Johnson and its environmental sustainability.
- Challenges faced when managing change.
- The right way to shake up a company.

A Team Effort

This book is the product of a fantastic McGraw-Hill/Irwin team. Moreover, we wrote this book believing that we are part of a team with the course instructor and with students. The entire team is responsible for the learning process.

Our goal, and that of your instructor, is to create a positive learning environment in which you can excel. But in the end, the raw material of this course is just words. It is up to you to use them as a basis for further thinking, deep learning, and constructive action.

What you do with the things you learn from this course, and with the opportunities the future holds,

counts. As a manager, you can make a dramatic difference for yourself and for other people. What managers do matters, *tremendously.*

Acknowledgments

This book could not have been written and published without the valuable contributions of many individuals.

Karen Hill and her colleagues at Elm Street Publishing were instrumental in creating a strong 9th edition. Many thanks for their meticulous attention to detail, ideas, and contributions. Karen has become a valued friend throughout the process; we couldn’t have done it, or had as much fun, without Karen.

Our reviewers over the last eight editions contributed time, expertise, and terrific ideas that significantly enhanced the quality of the text. The reviewers of the 9th edition are:

J. Dana Clark
Appalachian State University
Laurie Dahlin
Worcester State College
Jordan J. Kaplan
Long Island University–Brooklyn
Eileen Kearney
Montgomery County Community College
John Keeling
Old Dominion University
Richard Kimbrough
University of Nebraska–Lincoln
Gary F. Kohut
The University of North Carolina at Charlotte
Venkatram Krishnamurthy
College of Lake County
William Patrick Leonard
Northwestern College
Flo Lucci
Quinsigamond Community College
Tish Matuszek
Troy University
Carol T. Miller
Community College of Denver
Anthony Narsing
Macon State College
Frank Novakowski
Davenport University
Gregory Schultz
Carroll University
Mansour Sharifzadeh
California State Polytechnic University–Pomona

Marc Siegall

California State–Chico

Brien N. Smith

Ball State University

Edward Von Leffern

California State Polytechnic University–Pomona

Kerry S. Webb

Texas Woman's University

Velvet Weems-Landingham

Kent State University–Geauga

Wendy V. Wysocki

Monroe County Community College

Many individuals contributed directly to our development as textbook authors. Dennis Organ provided one of the authors with an initial opportunity and guidance in textbook writing. Executive Editor John Weimeister has been a friend and adviser from the very beginning. The entire McGraw-Hill/Irwin team, starting with Executive Editor Mike Ablassmeir (who spontaneously and impressively knew *Rolling Stone's* top three drummers of all time) provided great support and expertise to this new edition. Many

thanks to Senior Development Editor Christine Scheid for so much good work on previous editions and for continued friendship. And to our new and superb Development Editor II Laura Griffin, and to Anke Braun Weekes, executive marketing manager and new mom, thank you for your skills, professionalism, collegiality, and for making the new edition *rock!* What a team!

Finally, we thank our families. Our parents, Jeanine and Tom Bateman and Clara and John Snell, provided us with the foundation on which we have built our careers. They continue to be a source of great support. Our wives, Mary Jo and Marybeth, demonstrated great encouragement, insight, and understanding throughout the process. Our children, Lauren, T. J., and James Bateman and Sara, Jack, and Emily Snell, inspire us in every way.

Thomas S. Bateman

Charlottesville, VA


Scott A. Snell

Charlottesville, VA


In this ever more competitive environment there are five essential types of performance, on which the organization beats, equals, or loses to the competition: cost, quality, speed, innovation, and service. These five performance dimensions, when done well, deliver value to the customer and competitive advantage to you and your organization.

Throughout the text, Bateman and Snell remind students of these five dimensions and their impact on the “bottom line” with marginal icons. This results-oriented approach is a unique hallmark of this textbook.


From page 61:

The bottom line
SPEED
The ability to manufacture even customized products quickly has become a competitive requirement.


From page 255:

The bottom line
COST
You probably will pay close attention to costs at the beginning, but success sometimes brings neglect. Don't fall into that trap.


From page 104:

The bottom line
Innovation
You may be an innovator if you come up with a creative idea. But you're not yet, until you implement it.

From page 321:

The bottom line
Quality
High quality requires organizationwide commitment.

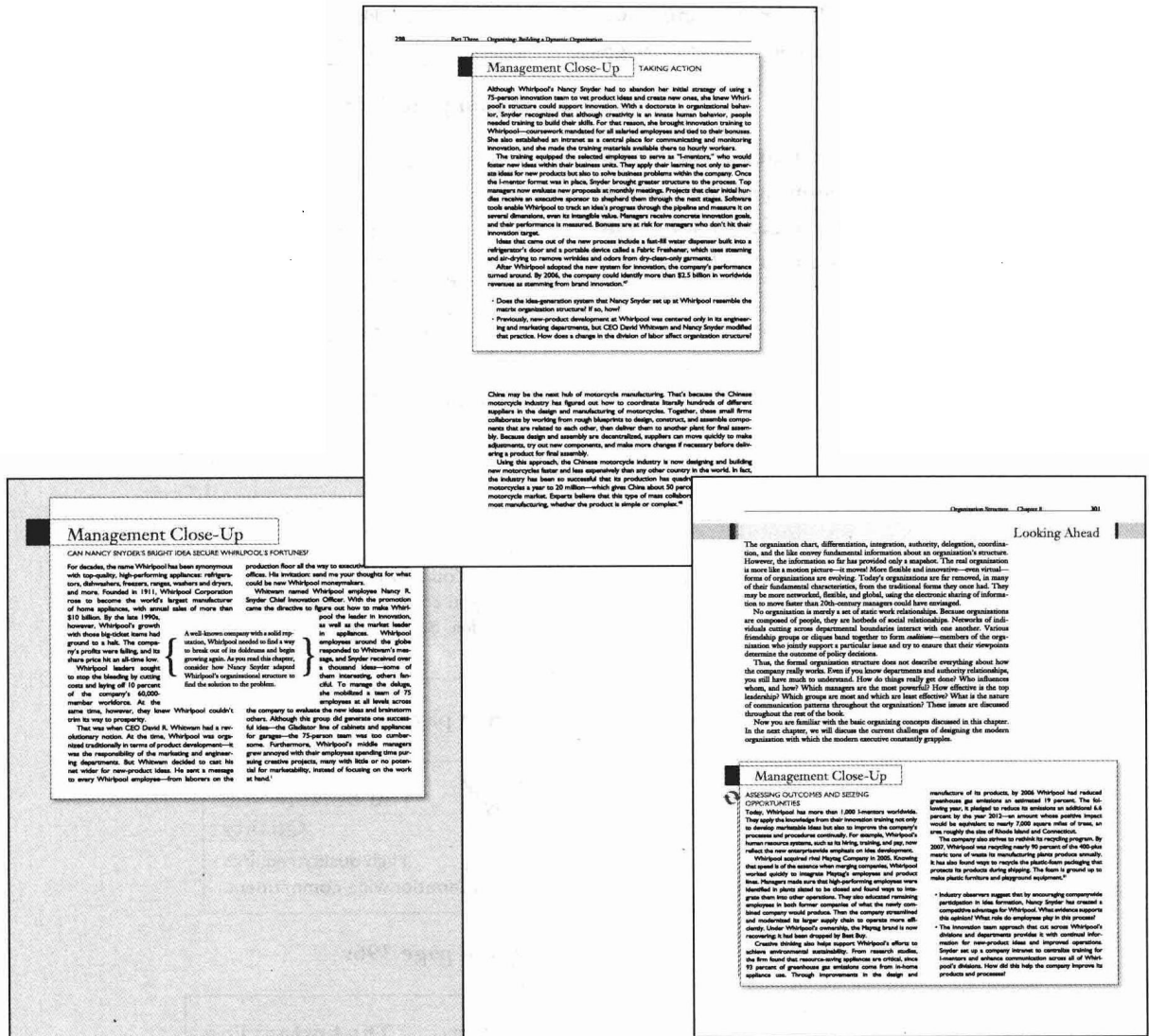
From page 396:

The bottom line
Service
Diversity can help the organization succeed in new markets.

In CASE You Haven't Noticed . . .

Bateman and Snell have once again put together an outstanding selection of case studies of various lengths that highlight companies' ups and downs, stimulate learning and understanding, and challenge students to respond.

Instructors will find a wealth of relevant and updated cases in every chapter, using companies—big and small—that students will enjoy learning about.



CHAPTER UNFOLDING CASES

Each chapter begins with a Management Close-Up that describes an actual organizational situation, leader, or company. The Management Close-Up is referred to again within the chapter in the Taking Action sections, showing the student how

the chapter material relates back to the company, situation, or leader highlighted in the chapter opener. At the end of the chapter, the Assessing Outcomes and Seizing Opportunities sections tie up loose ends and bring the material full circle for the student.

DISCUSSION QUESTIONS

1. The chapter opened with a quote from former CEO of GE Jack Welch: "Manage your destiny, or someone else will." What does this mean for strategic management? What does it mean when Welch adds, "or someone else will?"
2. List the six steps in the formal planning process. Suppose you are a top executive of a home-improvement chain and you want to launch a new company Web site. Provide examples of activities you would carry out during each step to create the site.
3. Your friend is frustrated because he's having trouble achieving a career. He says, "I can't plan because the future is too complicated. Anything can happen, and there are too many choices." What would you say to him to change his mind?
4. How do strategic, operational, and tactical planning differ? How might the three levels complement one another in an organization?
5. How might an organization such as Urban Outfitters take a strategic map? With your classmates and using Figure 4.3 as a guide, develop a possible strategic map for the company.
6. What accounts for the shift from strategic planning to strategic management in which industries would you be most likely to observe these trends? Why?
7. Review table 4.1, which lists the components of an environmental analysis. Why would this analysis be important to a company's strategic planning process?
8. In your opinion, what are the core competencies of Harley-Davidson Motor Company motorcycle? How do these competencies help Harley-Davidson compete against competitors such as Yamaha and Suzuki?
9. How could SWOT analysis help newspaper companies remain competitive in the new media environment?
10. What are the key challenges in strategic implementation? What factors might prevent strategic implementation?

CONCLUDING CASE

Custom Coffee & Chocolate

Bonita Brewer and Stacy Kim were college roommates. While at school, they shared dreams of opening their own business. To prepare themselves, they took business and marketing courses, along with courses in management. When they graduated, they each found jobs in Seattle, near where they'd gone to school.

Several years later, after working at other companies to gain experience, the two women decided to take the plunge together and make a plan to open a small cafe where they could serve customers could indulge their love of good coffee and fine chocolate. They looked at one location for their cafe and then they found them, which gave a lot of foot traffic, from shoppers and businesspeople, which gave them the opportunity to sell their products. They chose this location because they thought they would have an understanding customers well. The doors to Custom Coffee & Chocolate were open, and the two women were ready to start their business.

Custom Coffee & Chocolate's business plan included purchasing only for small coffee grinders to provide high-quality coffee. Brewer and Kim wanted to serve coffee and chocolate. Their idea was simple, but it had several complications. First, coffee and chocolate were expensive. Second, they had to find a way to make their business plan work. Brewer and Kim had to find a way to make their business plan work.

their attention toward longer-term planning. They had exhausted their savings and their initial small-business loan, and their dream had been a bust. They needed to decide whether they were in this for the long haul.

The two women met to consider their options. Right away, they decided they wanted to extend their hours and hire two part-time employees. They would investigate a wholesale supplier that could provide them with the coffee and chocolate they needed. They would also look for ways to increase their sales. They would also look for ways to increase their sales. They would also look for ways to increase their sales.

As Kim and Brewer finalized their planning, they agreed that managing their own business was a challenge, but one they would meet head-on.

QUESTIONS

1. What do you think Custom Coffee & Chocolate's mission is?
2. Create a SWOT analysis for Custom Coffee & Chocolate.
3. Using the owner's ideas for the future of their cafe, as well as your own ideas, outline a tactical plan for Custom Coffee & Chocolate.

The Green Movement, David Reed, president of Green Solutions, outlines a work full of old computer equipment being recycled. The Green Movement is a nonprofit organization that focuses on recycling and reducing waste. Reed is a leader in the field of environmental sustainability.



participate in the community and in the larger environment. From this perspective, many people criticized insurance companies after Hurricane Katrina and Rita devastated homes and businesses along the Gulf Coast. From a social responsibility perspective, it was wrong for companies to watch out for their bottom line and avoid paying claims where they could make a case that the damage wasn't covered. The insurers should have been more concerned about their devastated customers.

Is the Green Movement a Passing Fancy?

With a struggling economy and lower oil prices, we'll get to see how committed to green technology companies really are. Please tell me that "green" isn't a fad.

I don't know about you, but for the past two years I have been on green overload. Everywhere I turned, read, listened, and watched, the message was "I am greener than you!" has been on for individuals and businesses alike. But that was then. With a struggling economy and oil prices falling fast, I think we will soon see just how real all these green aspirations are. And for our sake we hope the commitment to the environment and green technology is enduring. Unfortunately, I am not so sure that's the case. Just read the results of a recent corporate responsibility survey conducted by Business for Social Responsibility and Core LLC and found their troubling.

According to the survey, in the face of the current economic conditions, 37% of respondents use their corporate and social responsibility budgets decreasing another 28% say it's too early to determine the impact of the economic crisis on their corporate responsibility plans.

SMART BUSINESS FOR EVERYONE

So maybe we need to meet the way we think about environmental responsibility. At Xerox (Xerox), my job is to meet the needs of our customers and our shareholders. The thing is, when I do at my job and how I do my job for the environment are not mutually exclusive. "Green" is not a corporate function housed in a separate unit devoted to social responsibility; green solutions and sustainable strategies are smart business—for everyone. The greener we get, the more we can reduce costs and boost efficiency. The more we reduce

Foundations of Management

role-play exercises of a meeting. Being a leader in the field of environmental sustainability, Reed is a leader in the field of environmental sustainability.

John Smith, Head of Client Services, reports to Smith. He has been with the agency 12 years, having worked before then for the government as a contracting officer.

Tom Green, Head of Community Liaison, reports to John Smith. He came to the Community Agency in Smith's second year, having worked before for a private company.

John Smith, Head of Client Services, reports to Smith. He has been with the agency 12 years, having worked before then for the government as a contracting officer.

TODAY'S MEETING

John Smith has called the meeting with three teaming to solve some problems that have developed in managing services and contract requirements. Smith will make a plan to Washington in half an hour; he has an appointment in negotiation. A key objective is to make a plan that is in the best of the Community Agency. He has only 20 minutes to meet with the managers and staff at the place. Smith will be getting the Washington contract in December in the future of the agency.

John Smith, Head of Client Services, reports to Smith. He has been with the agency 12 years, having worked before then for the government as a contracting officer.

CAST OF CHARACTERS

John Smith, the Chairman, was the principal force behind the formation of the Community Agency, a multi-service agency. The agency was created 10 months, and during its 10 years of operation has enjoyed better client relations, a better service record, and a better reputation than other local agencies. He has a reputation for high-quality service as a moderate cost in handling agencies. Recently, however, he has begun to receive complaints from the Community Agency, resulting in declining revenues. John Smith is determined to have his agency profitable in the long run.

John Smith, Head of Client Services, reports to Smith. He has been with the agency 12 years, having worked before then for the government as a contracting officer.

PART 1 SUPPORTING CASE SSS Software In-Basket Exercise

One way to assess your own strengths and weaknesses in management skills is to engage in an actual managerial work experience. The following exercises give you a realistic glimpse of the tasks faced regularly by business managers. Complete the exercises, and then compare your own decisions and actions with those of the instructor.

SSS Software designs and develops customized software for businesses. It also integrates data systems with the company's existing systems and provides system maintenance. SSS Software has customers in the following industries: defense, consumer, manufacturing, health/healthcare, consumer products, insurance, and government. The company has also begun to generate important international clients. These include the European Airline Commission and a consortium of banks and financial firms based in Germany.

SSS Software has grown rapidly since its inception just over a decade ago. Its revenues, net income, and earnings per share have all shown the healthy average for the past several years. However, competition in the technologically sophisticated field has grown very rapidly. Recently, it has become more difficult to compete for major contracts. However, although SSS Software's revenues and net income continue to grow, the rate of growth declined during the last fiscal year.

SSS Software's 250 employees are divided into several operating divisions with employees at four levels: management, technical/professional, managerial, and associate. Management employees take care of the client and business support

functions. The technical/professional staff performs the core technical work for the firm. These managerial employees are group managers who supervise a team of technical/professional employees working on a project for a particular customer. Staff who work in specialized areas such as finance, accounting, human resources, marketing and have also considered managerial employees. The associate level includes the 12 high-ranking employees at SSS Software. There is no organization chart in Figure 4.1. A list of SSS Software's executives. There is also an Employee Classification Report that lists the number of employees at each level of the organization.

In the exercises, you will play the role of John Smith, Vice President of Operations for Health and Financial Services. You learned last Wednesday, October 13, that your predecessor, Michael Green, has resigned and gone to Universal Business Solutions, Inc. You were offered to remain with, but you accepted it. Previously, you were the Group Manager for a team of 15 software developers assigned to work on the Airline Commission project in the Airline Services Division. You spent all of Thursday and Friday and most of the weekend looking up plans of the project, looking your resources, and preparing for an interview report you will deliver in Paris on October 21.

It is now 7 a.m. Monday, and you are in your new office. You have arrived at work early in your car and spent the last two hours reviewing material in your in-basket. (Including some e-mails and messages to Michael Green.) In well as your role and a small. Your daily planning book indicates that you have no

"FROM THE PAGES OF BUSINESSWEEK"

Excerpts of articles from *BusinessWeek* are reprinted in this text to spotlight key issues and highlight for students how chapter concepts are relevant to real world managers.

CONCLUDING CASES

Each chapter ends with a case based on disguised but real companies and people that reinforces key chapter elements and themes.

SUPPLEMENTARY CASES

At the end of each part, an additional case is provided for professors who want students to delve further into part topics.

简 明 目 录

第一部分 管理的基础

第 1 章 管理.....	2
第 2 章 外部环境 with 组织文化.....	46
第 3 章 管理决策	84

第二部分 计划：陈述战略价值

第 4 章 计划与战略管理.....	124
第 5 章 道德与amp;公司责任.....	160
第 6 章 国际管理.....	198
第 7 章 新企业.....	236

第三部分 组织：建立动态组织

第 8 章 组织结构.....	274
第 9 章 反应型组织.....	306

第四部分 领导：激励人

第 12 章 领导.....	416
第 13 章 绩效激励.....	452
第 14 章 团队管理.....	486
第 15 章 沟通.....	514

第五部分 控制：学习与变革

第 16 章 管理控制.....	548
第 17 章 管理技术与创新.....	584
第 18 章 创造和管理变革.....	626

术语表.....	G-1
----------	-----

Contents in Brief

Part One

Foundations of Management

1. Managing 2
2. The External Environment and Organizational Culture 46
3. Managerial Decision Making 84

Part Two

Planning: Delivering Strategic Value

4. Planning and Strategic Management 124
5. Ethics and Corporate Responsibility 160
6. International Management 198
7. Entrepreneurship 236

Part Three

Organizing: Building a Dynamic Organization

8. Organization Structure 274
9. Organizational Agility 306

Part Four

Leading: Mobilizing People

12. Leadership 416
13. Motivating for Performance 452
14. Teamwork 486
15. Communicating 514

Part Five

Controlling: Learning and Changing

16. Managerial Control 548
17. Managing Technology and Innovation 584
18. Creating and Managing Change 626

Glossary G-I