

● 高等院校经济管理类专业双语系列教材

● 黑龙江省高校战略人才出国研修资助项目

MANAGEMENT THEORY, APPLICATION AND SKILLS

管理学 理论、应用与技能

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Management: Theory, Application and Skills

管 理 学

——理论、应用与技能

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内 容 简 介

本书内容涵盖管理学的基本原理和案例,围绕管理基础、计划、组织、领导和控制,本着系统和简明的原则来阐释管理学原理和方法,启发学生进一步思考和理解,从而提高管理实务技能。

本书适合高校经济管理类专业的师生作为双语教材或专业英语教材使用,也适合对管理学基础知识和英语表达感兴趣的相关专业的学生和读者阅读。

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前言

PREFACE

自从泰勒(Frederick Taylor)在1911年出版了《科学管理原理》(*Principles of Scientific Management*)一书之后,管理学就独立成为一门蓬勃发展的学科。伴随着未来经济社会各个层面的发展,越来越多的学者们和从事管理实践的人们更加关注这一领域。管理学知识的普及是经济持续发展的先声,根植于西方文化背景和企业环境的管理理论,是值得我们借鉴、吸收和学习的,但是,最终我们要寻找的是适合我国独特国情的中国式管理理论。这才是我们乐见的。

管理学是经济、管理类专业的重要基础课程,教材的选用关系到课程的教学质量。本双语教程是为了适应经济全球化的跨文化管理环境,应管理人员和学生对于管理学基本理论、管理工作能力和英语应用能力等方面的需求,在认真总结多年双语教学探索和教学实践的基础上编写而成的。双语教学不但对高等院校的国际化具有非常重要的作用,更重要的是对于教师和学生个人的职业发展具有重要价值。本教程旨在渗透“通过管理学专业知识学习英语”“通过英语学习管理学专业知识”的双向互动式教学理念,培养学生的跨文化管理能力。

本教程是一本理论与应用比较完善、深浅适度的管理学双语教材,紧密围绕传统的管理职能展开,即管理基础、计划和决策、组织、领导和控制五大部分共十五章。其特色在于:一是新颖,即“一张图胜过一千句话”,图文并茂地展示管理学基础理论,内容生动形象、易于学习和掌握,非常适合课堂教学和课下自学;二是系统,即“见木又见林”,有助于读者系统学习管理学的概念和理论,情境分析和案例分析有效地提供了启发读者体验管理实践的“举一反三”的平台,促进管理思维的开发;三是实用,“学生应用练习”部分设计了丰富的习题,与理论结合紧密,又模拟了实际管理情境,既提高读者的学习兴趣,又能切实提高读者分析和解决管理工作中的实际问题的能力。总之,本教程既适合进行管理学双语

教学,也适用于管理类院校的专业英语教学。希望本教程可以引导对管理学有兴趣的学生或企业界人士进入管理学实用而瑰丽的缤纷世界和知识领域,充实自己美丽的人生!

本教程由周丽主编,刘青、贾立柱为副主编。其中周丽负责 PART 1 及 PART 4(约 150 千字);刘青负责 PART 2, PART 5 及 Glossary(约 120 千字);贾立柱负责 PART 3 及 Essence of Management in Chinese(约 120 千字)。全书由周丽统稿。在本书的编写过程中参考了大量资料,均已在参考文献中注明,在此对这些资料的作者表示衷心的感谢!

由于编者水平有限,错误和疏漏之处在所难免,敬请读者批评指正!

编 者

2013 年 6 月



目录

CONTENTS

PART 1 AN INTRODUCTION TO MANAGEMENT	1
Chapter 1 The Nature and Role of Management	3
Chapter 2 The Evolution of Management Thought	12
Chapter 3 Organizations and Managers	25
Chapter 4 Organizational Culture, Social Responsibility and Business Ethics	32
Exercises 1	42
PART 2 PLANNING AND DECISION MAKING	53
Chapter 5 Decision Making	55
Chapter 6 Planning	64
Chapter 7 Strategic Management	74
Exercises 2	86
PART 3 ORGANIZING	97
Chapter 8 Organization Design	99
Chapter 9 Organizational Change and Innovation	112
Chapter 10 Human Resource Management	122
Exercises 3	134
PART 4 LEADING	153
Chapter 11 Motivation	155
Chapter 12 Leadership	167
Chapter 13 Groups and Teams	178
Chapter 14 Communication and Conflict	187
Exercises 4	198
PART 5 CONTROLLING	215
Chapter 15 Control	217
Exercises 5	230
Essence of Management in Chinese	244
Glossary	275
Bibliography	286

PART

1

AN INTRODUCTION TO MANAGEMENT

[Learning Objectives]



After studying this part, you should be able to:

- Describe the nature of management, define management and managers.
- Identify and briefly explain the four basic management functions in organizations.
- Describe the kinds of managers found at different levels and in different areas of the organization.
- Identify the basic managerial roles that managers may play and the skills they need to be successful.
- Discuss the science and the art of management.
- Justify the importance of history and theory to management and discuss precursors to modern management theory.
- Summarize and evaluate the classical perspective on management; the behavioral perspective on management; the quantitative perspective on management; the systems and contingency approaches to management and explain the integrative Framework of Management Perspectives.
- Discuss the nature of the organizational environment and identify the environments of interest to most organizations.
- Describe the components of the general and task environments; and identify the components of the internal environment.
- Identify and describe how the environment affects organizations and how organizations adapt to their environment.
- Describe the nature of international business, including its meaning, recent trends, the management of globalization, and competition in a global environment.
- Discuss the structure of the global economy and how it affects international management.
- Describe the nature of organization and culture.
- Discuss the importance and determinants of an organization's culture and how the culture can be managed.
- Discuss managerial ethics, the concept of social responsibility and specify to whom or what an organization might be responsible.

Chapter 1

The Nature and Role of Management

“To be or not to be . . .” This is an important question for aspiring managers. Exactly what is the meaning of the word manager? What does a manager do? How does a manager go about getting the job done? What types of skills are needed? Chapter 1 answers these questions. I think you will find that management is hard work, but work filled with potentially great rewards.

Chapter 1 explains that managers’ work in organizations. Organizations have goals, a structure to accomplish work, and people to get the work done. In essence, these are the ingredients of the management “recipe.” This chapter introduces you to two words that are related but different. These words are “efficiency” and “effectiveness.” Pay special attention to these words as you read the chapter because good management is concerned with attaining goals as efficiently as possible.

Luckily, you do not have to reinvent the wheel (or in our theme, revert to silent pictures). Management scholars have developed a four-step process for managing organizations. This four-step process includes: planning and decision making, organizing, leading, and controlling. Carefully review these activities because the continued popularity of the process approach is a tribute to its clarity and simplicity.

According to Henry Mintzberg, managers engage in ten “managerial roles” that can be grouped into three primary headings—interpersonal relationships, the transfer of information, and decision-making. When you are a manager you will find that there are certain skills that help you produce the intended end product. These skills are: conceptual skills, interpersonal skills, technical skills, and specially, political skills. Chapter 1 will give you a description of these skills. I believe you will be sold on their validity and will be motivated to expand your own management skill set.

Lastly, you might pose the “why” question. Exactly why is it worth your time to study management. I believe Chapter 1 offers many insights about how management impacts our daily lives and why you will want to study this topic.

Well, sit back and enjoy this production of the fundamentals of management.

1.1 What is an organization?

An organization is defined as a group of people working together in a structured and coordinated fashion to achieve a set of goals. The common characteristics of organizations are shown as follows: have a distinct purpose (goal), composed of people, and have a deliberate structure (see Figure 1 - 1).

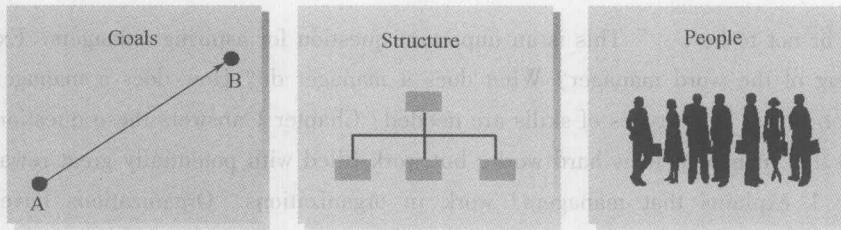


Figure 1 - 1 Common Characteristics of Organizations

Organizational resources include human resources (managerial talent and labor), financial resources (capital investments to support ongoing and long-term operations), physical assets (raw materials; office and production facilities, and equipment), and information (usable data, information linkages), etc(see Table 1 - 1).

Table 1 - 1 Examples of Resources Used by Organizations

Organization	Human Resources	Financial Resources	Physical Resources	Information Resources
Shell Oil	Drilling platform workers Corporate Executives	Profits stockholder investments	Refineries Office Buildings	Sales forecast OPEC proclamations
Iowa State University	Faculty Secretarial Staff	Alumni contributions Government grants	Computers Campus facilities	Research reports Government publications

Table 1 - 1 (续)

Organization	Human Resources	Financial Resources	Physical Resources	Information Resources
New York City	Police officers Municipal employees	Tax revenue Government grants	Sanitation equipment Municipal buildings	Economic forecasts Crime statistics
Susan's Corner Grocery Store	Grocery Clerks Bookkeeper	Profits Owner investment	Building Display shelving	Price lists form suppliers Newspaper ads for competitors

1.2 What is management?

Management is a set of activities (planning and decision making, organizing, leading, and controlling) directed at an organization's resources (human, financial, physical, and information) with the aim of achieving organizational goals in an efficient and effective manner, see Figure 1 - 2.

1. Is the process by which a cooperative group directs actions of others toward common goals (Massie and Douglas).
2. Is the process of working and through others to effectively achieve organizational objectives by efficiently by efficiently using limited resources in a changing environment (Kreitner).
3. Is the coordination of all resources through the processes of planning, organizational directing, and controlling in order to attain stated objectives (Sisk).
4. Is establishing an effective environment for people operating in formal organizational groups (Koontz and O'Donnell).
5. Entails activities undertaken by one or more persons in order to coordinate the activities of others in the pursuit of ends that can not be achieved by any one person (Donnelly, Gibson, and Ivancevich).

Figure 1 - 2 Contemporary Definitions of Management

The basic purpose of management is to efficiently use resources wisely and in a cost-effective way (see Figure 1 - 3).

- Efficiency: Doing things right, that is, getting the most output for the least inputs.
- Effectiveness: Doing the right things, that is, attaining organizational goals.

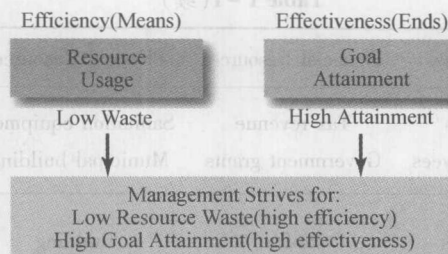


Figure 1-3 Effectiveness and Efficiency in Management

1.3 What is a manager?

A manager is someone whose primary responsibility is to carry out the management process, who plans and makes decisions, organizes, leads, and controls human, financial, physical, and information resources, and who works with and through other people by coordinating and integrating their work activities in order to accomplish organizational goals. The three levels of managers are: top managers are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization; middle managers are primarily responsible for implementing the policies and plans of top managers. They also supervise and coordinate the activities of lower level managers; first-line managers are at the lowest level of management and manage the work of non-managerial employees (see Figure 1-4).

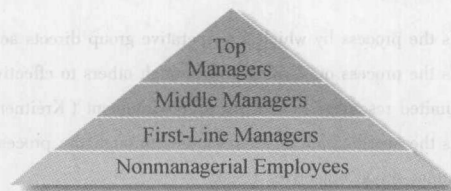


Figure 1-4 Managerial Levels

Kinds of managers by area are marketing managers who work in areas related to getting consumers and clients to buy the organization's products or services, new product development, promotion, and distribution; financial managers who deal primarily with an organization's financial resources, accounting, cash management, and investments; operations managers who concerned with creating and managing the systems that create organization's products and services, production control, inventory, quality control, plant layout, site selection; human resource managers who involved in human resource planning, recruiting and selecting employees, training and development, designing compensation and benefit systems, formulating performance appraisal

systems, and discharging low-performing employees; administrative managers who generalists who are familiar with all functional areas of management and who are not associated with any particular management specialty; and other kinds of managers organizations have developed specialized managerial positions (e. g. public relations managers) directly related to the needs of the organization(see Figure 1 – 5).

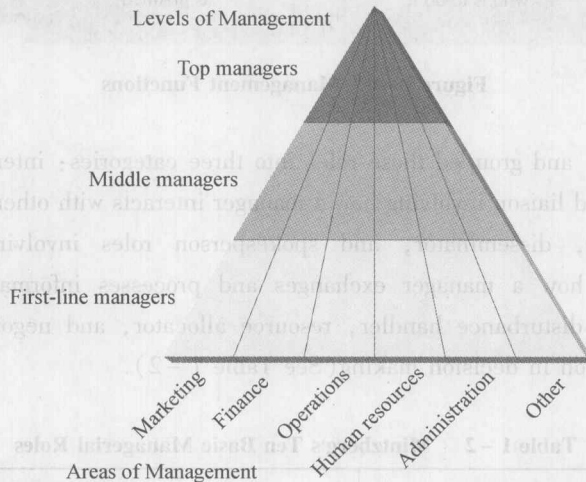


Figure 1 – 5 Kinds of Mangers by Level and Area

1.4 What do managers do?

1.4.1 Functional approach

The four management functions include the following: planning and decision making is the process of setting an organization's goals, selecting a course of action from a set of alternatives and deciding how best to achieve them; organizing is the process of determining how activities and resources are to be grouped and how best to group activities and resources; leading is the set of processes used to motivate members of the organization and get them to work together to advance the interests of the organization; controlling is the process of monitoring and correcting ongoing activities to facilitate the organization's goal attainment(See Figure 1 – 6).

1.4.2 Management roles approach

Henry Mintzberg identified ten managerial roles that managers undertake to accomplish the

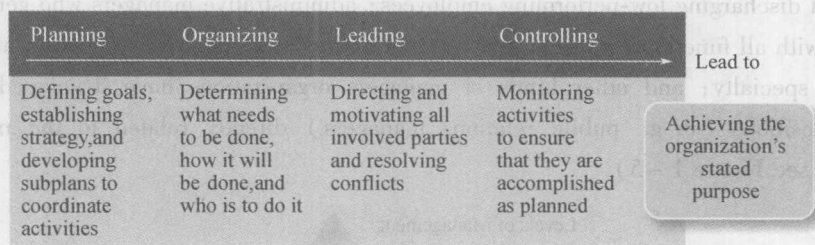


Figure 1-6 Management Functions

management functions, and grouped these roles into three categories: interpersonal roles include figurehead, leader, and liaison involving how a manager interacts with other people; informational roles include monitor, disseminator, and spokesperson roles involving the processing of information, that is, how a manager exchanges and processes information; decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator involving how a manager uses information in decision making (See Table 1-2).

Table 1-2 Mintzberg's Ten Basic Managerial Roles

Category	Role	Sample Activities
Interpersonal	Figurehead	Attending ribbon-cutting ceremony for new plant
	Leader	Encouraging employees to improve productivity
	Liaison	Coordinating activities of two project groups
Informational	Monitor	Scanning industry reports to stay abreast of developments
	Disseminator	Sending memos outlining new organizational initiatives
	Spokesperson	Making a speech to discuss substantive issues
Decisional	Entrepreneur	Developing new ideas for innovation
	Disturbance Handler	Resolving conflict between two subordinates
	Resource Allocator	Reviewing and revising budget requests
	Negotiator	Reaching agreement with a key supplier or labor union

1.4.3 Skills approach

All managers need such skills as: technical skills to think analytically and achieve integrative

problem solving, for example, knowledge and proficiency in a specific field; human skills to work well with other people, to communicate with, understand, and motivate both individuals and groups; conceptual skills to think and conceptualize about abstract and complex situations concerning the organization. For example, using information to solve business problems; identifying of opportunities for innovation; recognizing problem areas and implementing solutions; selecting critical information from masses of data; understanding of business use of technology and organization's business model; still, some other skills are needed, such as diagnostic skills (the manager's ability to visualize the most appropriate response to a situation), and effectiveness skills (contributing to corporate mission/departmental objectives); customer focus; multitasking: working at multiple tasks in parallel; negotiating skills; project management; reviewing operations and implementing improvements; setting and maintaining performance standards internally and externally; setting priorities for attention and activity; time management and so on. On balance, most successful managers use both resources in some proportion to acquire their skills (See Figure 1 – 7 and Figure 1 – 8).

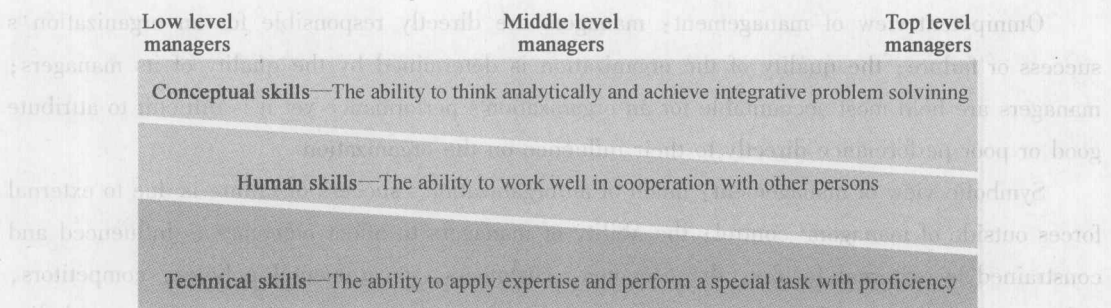


Figure 1 – 7 Essential Managerial Skills

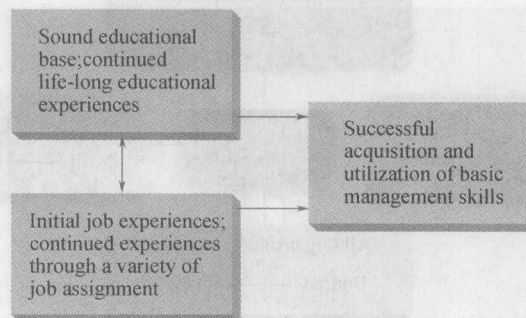


Figure 1 – 8 Sources of Management Skills

1.5 Point of views to management

1.5.1 Management: science or art?

Science of management: it is assumed that management problems can be approached by using rational, logical, objective, and systematic ways; and it is required using technical, diagnostic, and decision-making skills and techniques to solve problems.

Art of management: management decisions are made and problems solved by using a blend of intuition, experience, instinct, and personal insights; managers need the use of conceptual, communication, interpersonal, and time-management skills to successfully accomplish the tasks associated with managerial activities.

1.5.2 Management: omnipotent or symbolic?

Omnipotent view of management: managers are directly responsible for an organization's success or failure; the quality of the organization is determined by the quality of its managers; managers are held most accountable for an organization's performance yet it is difficult to attribute good or poor performance directly to their influence on the organization.

Symbolic view of management: much of an organization's success or failure is due to external forces outside of managers' control; the ability of managers to affect outcomes is influenced and constrained by external factors; the economy, customers, governmental policies, competitors, industry conditions, technology, and the actions of previous managers; managers symbolize control and influence through their action (See Figure 1-9 and Table 1-3).



Figure 1-9 Universal Need for Management

Table 1 – 3 Rewards and Challenges of Being a Manager

Rewards	Challenges
<ul style="list-style-type: none"> • Create a work environment in which organizational members can work to the best of their ability • Have opportunities to think creatively and use imagination • Help others find meaning and fulfillment in work • Support, coach, and nurture others • Work with a variety of people • Receive recognition and status in organization and community • Play a role in influencing organizational outcomes • Receive appropriate compensation in form of salaries, bonuses, and stock options • Good managers are needed by organizations 	<ul style="list-style-type: none"> • Do hard work • Have to deal with a variety of personalities • Often have to make do with limited resources • Motivate workers in chaotic and uncertain situations • Successfully blend knowledge, skills, ambitions, and experiences of a diverse work group • Success depends on others' work performance

1.6 Why study management?

Reasons to show the value of studying management are: the reality of work, employees either manage or are managed; the universality of management, good management is needed in all organizations; rewards and challenges of being a manager, management offers challenging, exciting and creative opportunities for meaningful and fulfilling work, and successful managers receive significant monetary rewards for their efforts.