



高等院校双语教学适用教材 **工商管理**

# Strategic Management

## Principles and Cases (6e)

*Jeffrey S. Harrison Caron H. St. John*

# 战略管理

## 原理与案例

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第6版

(美) 杰弗里·S.哈里森 卡伦·H.圣约翰 著

陈继祥 译注

THE UNIVERSITY OF CHINA PRESS

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CHEN YU-CHANG · CHEN YU-CHANG · CHEN YU-CHANG

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Strategic Management: Concepts and Cases

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5 Shenton Way, # 01-01 UIC Building, Singapore 068808

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## 图书在版编目 (CIP) 数据

战略管理：原理与案例（第 6 版）：英、汉/（美）哈里森（Harrison, J. S.）等著；陈继祥译注.  
—大连：东北财经大学出版社，2015.3

（高等院校双语教学适用教材·工商管理）

ISBN 978-7-5654-1708-5

I. 战… II. ①哈… ②陈… III. 企业管理-战略管理-双语教学-高等学校-教材-英、汉 IV. F272

中国版本图书馆 CIP 数据核字（2014）第 237712 号

东北财经大学出版社出版发行

大连市黑石礁尖山街 217 号 邮政编码 116025

教学支持：(0411) 84710309

营 销 部：(0411) 84710711

总 编 室：(0411) 84710523

网 址：http://www.dufep.cn

读者信箱：dufep@dufe.edu.cn

大连图腾彩色印刷有限公司印刷

幅面尺寸：203mm×254mm 字数：524 千字 印张：10 插页：1

2015 年 3 月第 1 版 2015 年 3 月第 1 次印刷

责任编辑：刘东威 封面设计：冀贵收

定价：38.00 元

*Foundations in Strategic Management* treats core topics and current issues in the field directly and concisely without compromising learning. With just seven chapters, it flows at a brisk pace. While it is half the size of standard texts, *Foundations* covers all major strategic management topics, including classic and modern theory; draws on the contributions of leading authors in the field; and interlaces all its presentations with current debates, current perspectives, and current examples. *Foundations* gives you strategy at its most essential along with the option to build a course to your own particular specifications: to add your own readings, to run a simulation, to select your own cases, to experiment with exercises—in short, to customize your course to suit your teaching style and goals.

Three theoretical foundations, above all other concerns, influenced the shape of this book:

- (1) *The Traditional Strategic Management Process Model*. This approach is based primarily on applications of industrial organization economics and other classic writings from a wide range of the pioneers in the field.
- (2) *The Resource-Based View (RBV) of Strategic Management*. The emphasis in RBV is on acquiring and managing resources that help a firm develop sustainable competitive advantage.
- (3) *Stakeholder Theory*. The stakeholder perspective views the firm at the center of a network of contacts with whom mutually beneficial relationships are formed. Effective management of these relationships, and the stakeholder network itself, can enhance competitive performance. Stakeholder theory is also inherently ethics based, which provides a nice balance for the more economically based theories.

## CURRENT TOPICS 当今热点问题

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Issues of current relevance—including global interconnectedness, economic cycles, hypercompetition, cooperative strategies and social networks, restructuring, corporate innovation and entrepreneurship, corporate governance, business ethics, and sustainability—are treated with depth and sophistication and incorporate cutting-edge research findings. Combined with traditional discussions of environmental analysis, organizational analysis, strategic thinking, strategic leadership, strategic direction, strategy formulation, and strategy implementation, the field's newest trends stay linked to our focus on strategic management—that is, on strategies and strategic decisions that seek to create a future for an organization with long-range, or “strategic,” planning as a central concern. Issues associated with the service sector and technology-focused businesses are reflected throughout the text in examples, concepts, assumptions, and inferences.

## ACADEMICALLY SOLID, GLOBALLY ENGAGED 强化学术，全球视野

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*Foundations* pays particular attention to the fundamentals of strategic management and takes a traditional approach to topical organization. Chapter 1 covers the strategic management process and strategic thinking. Chapter 2 discusses the external

environment, including both the broad and task environments. Chapter 3 treats the internal environment and examines how internal resources are associated with competitive advantage. Chapter 4 covers elements of strategic direction and strategic leadership. Chapter 5 discusses business-level strategy. Corporate-level strategy is tackled in Chapter 6. Chapter 7 focuses on implementation issues, including creation and integration of functional-level strategies, organizational structure, organizational culture, and fostering innovation and entrepreneurship.

## For Instructors

Instructors of strategic management face significant challenges fitting all the material they may want to cover into a single capstone course. We are mindful of these challenges and believe we have written a text that is uniquely supportive of including a broad range of supplemental materials such as cases, exercises, simulations, and research projects. We also provide standard teaching resources with the text, including an instructor's manual, test bank, and presentation slides.

**Instructor's Manual with Test Bank.** The Instructor's Manual with Test Bank includes lecture outlines and a bank of test questions.

**PowerPoint™ Presentation Slides.** Over 150 PowerPoint slides are available to supplement course content. To download now, visit *Foundations'* supporting website at <http://harrison.swcollege.com>.

## For Students

The decision-making tools you develop during this course are relevant to all levels of an organization and should also help you in your own personal planning. You would not be long on the job before you discover that the techniques of strategic management, such as those required to pull together an industry or organizational analysis, are highly applicable to all types of firms, including small entrepreneurial firms and nonprofits. In addition, the material contained in this book will help you understand, appreciate, and think critically about trends of current and future importance to the business community.

Studying strategic management will help you become better prepared to deal with important issues in our increasingly complex, increasingly global business environment, regardless of your position or of the industry in which you work. We strongly encourage you to apply the concepts of strategic management to your own employment and career planning decisions. Many of our students have told us that their understanding of strategic management impressed recruiters and allowed them to ask perceptive questions during interviews.

## ACKNOWLEDGMENTS 致谢

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In developing this text, we would like to acknowledge the efforts of an outstanding staff at Cengage, as well as the many reviewers, students, and colleagues who have contributed so much to enhancing the value of this book. We are also grateful to our families for their continuing support that made this project possible.

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# Strategic Management

## Principles and Cases

# 1

# The Strategic Management Process

## 战略管理过程

### 什么是战略管理

外部与内部环境分析

战略领导和战略方向

业务层面战略和公司战略的形成

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战略重构

### 战略发展的选择观

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基于资源的企业观

利益相关者的视角

一种综合的方法

### 基于动荡的全球环境对战略的思考

### 要点总结

### 注释

### What Is Strategic Management?

External and Internal Environmental Analysis

Strategic Leadership and Strategic Direction

Business and Corporate Strategy Formulation

Strategy Implementation and Control

Strategic Restructuring

### Alternative Perspectives on Strategy Development

Industrial Organization Economics

The Resource-Based View of the Firm

The Stakeholder Perspective

A Combined Approach

### Strategic Thinking in a Turbulent Global Environment

### Key Points Summary

### Notes

## Whole Foods Market

John Mackey, Co-CEO of Whole Foods Market, probably could not have imagined what he would be doing today when he and his girlfriend opened up a vegetarian food store in an old Victorian-style home in Austin, Texas, in 1978. Whole Foods now has over 300 supermarkets and more than 56,000 employees, called team members.

At the core of Whole Foods is a simply stated stakeholder philosophy:

Our "bottom line" ultimately depends on our ability to satisfy all of our stakeholders. Our goal is to balance the needs and desires of our customers, Team Members, shareholders, suppliers, communities and the environment while creating value for all. By growing the collective pie, we create larger slices for all our stakeholders. Our core values reflect this sense of collective fate and are the soul of our company.<sup>1</sup>

This philosophy is supported by a set of core values of selling high-quality products, delighting customers, supporting team members to achieve happiness and excellence, caring about the community and environment, creating long-term win-win partnerships with suppliers, and promoting health through education.

Whole Foods has been very successful at taking care of its team members. In fact, for 14 years in a row the company has been listed as one of the best companies to work for by *Fortune* magazine. Its team members enjoy large discounts on store purchases and a variety of benefits that are voted on every three years and include such things as

massage therapy, yoga, and language classes. The company is very open and honest with information that most companies keep secret, such as the pay of every team member. Managers and executives are screened by a panel of peers, and regional presidents are selected in town-hall style.

Financially the company has thrived, with continuous growth in operating income since the beginning of the "Great Recession" that started around the end of 2007. Earnings per share have also increased and revenues have grown in every year except 2009, when they were flat. Whole Foods has done this while also providing healthy eating education in its stores, launching a new Whole Kids Foundation dedicated to promoting children's nutrition, opening wellness clubs, and supporting a program that offers microcredit to poor people in developing nations to help them work their way out of poverty. The company also rolled out a new rating standard that recognizes producers for improving the welfare of animals and providing this information to customers. In addition, the company labels household products based on their impact on the environment.<sup>2</sup>



The most successful organizations are able to acquire and manage resources and capabilities that provide competitive advantages. Furthermore, they are capable of managing and satisfying a wide range of external constituencies, called stakeholders. Top managers play a pivotal role in this process, as they help their companies interpret trends in the external environment, lead in the development of strategies, and oversee their execution. In the Whole Foods example, we see a values-driven company led by a visionary leader, John Mackey, who has been able to guide the company successfully through very difficult economic times. The processes associated with evaluating the competitive situation of a company, acquiring and managing resources, and developing and executing strategies are a part of the field generally referred to as *strategic management*.

## WHAT IS STRATEGIC MANAGEMENT? 什么是战略管理

**Strategic management** is the process through which organizations analyze and learn from their internal and external environments, establish strategic direction, create strategies that are intended to help achieve established goals, and execute those strategies, all in an effort to satisfy key organizational stakeholders. A simple model of the strategic management process is illustrated in Exhibit 1.1. The model is not rigid, but simply represents a useful sequence in which to frame the central topics of strategic management. For a firm engaged in a formal strategic planning process, the activities will likely occur in the order specified in the model. In other situations, the activities may be carried out in some other order or simultaneously. The dotted arrows in Exhibit 1.1 indicate that organizations often cycle back to earlier activities during the strategic management process.

Exhibit 1.1

### The Strategic Management Process

