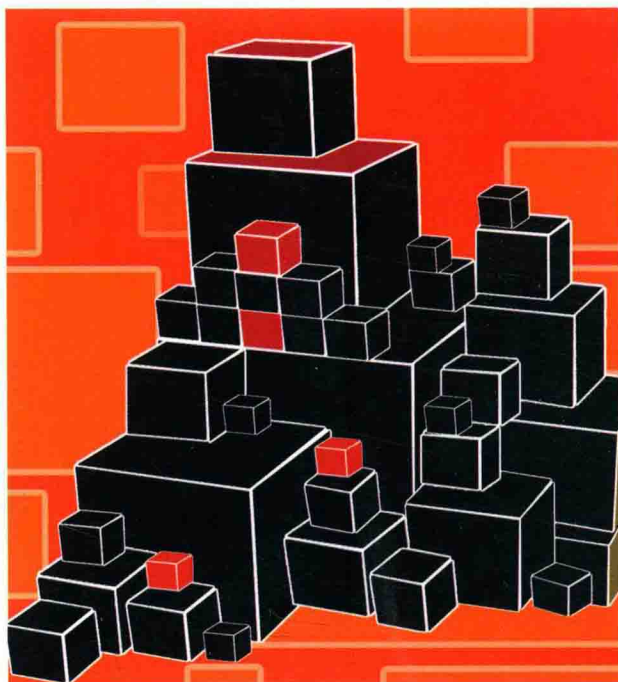




全国高等院校基于工作过程的校企合作系列教材



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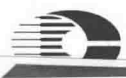
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(English Edition)

涉外企业管理实务 (英文版)

主 编 陈 谊 彭丽巍
企业顾问 彭丽巍 周康华



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陈 谊 彭丽巍 主编

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教育部[2006]16号文中提出：“要积极推行与生产劳动和社会实践相结合的学习模式，把工学结合作为高等职业教育人才培养模式改革的重要切入点，带动专业调整与建设，引导课程设置、教学内容和教学方法改革。”与之相对应的课程开发方式和课程内容的改革模式是“与行业企业共同开发紧密结合生产实际的实训教材，并确保优质教材进课堂”。“全国高等院校基于工作过程的校企合作系列教材”正是对外经济贸易大学出版社在高等职业教育课程建设领域的最新研究成果。

本系列教材适用于全国高职高专院校英语专业的商务/应用/外贸/旅游等英语方向以及国际贸易、国际商务或财经类专业的学生；同时适用于全国各高等院校应用型本科英语专业的商务英语方向和国际贸易、国际经济、国际商务及国际工商管理等商科专业的学生。

本系列教材主要呈现以下特点：

1. 体现“基于工作过程”

在我国高等职业教育新一轮课程改革中，我们学习、引进并发展了德国职业教育的一种新的课程模式——基于工作过程的课程模式，指“为完成一件工作任务并获得工作成果而进行的一个完整的工作程序”建立起来的课程体系。

2. 突出“校企合作”

课程体系的“校企合作”以教师和企业人员参与为主体，是“校企合作，工学结合”的人才培养模式发展的必然产物，旨在提高学生的综合能力，尤其是实践能力和就业能力，实现学校教学与工作实践的零距离。

“全国高等院校基于工作过程的校企合作系列教材”的课程方案与传统的课程方案相比，它打破了高等职业教育学科系统化的课程体系，在分析典型职业活动工作过程的前提下，按照工作过程中的需要来设计课程，以突出工作过程在课程框架中的主线地位，整合优化了理论知识与实践活动。教材编写过程中，教师结合自身的教学实践、调研论证和外贸专家对工作岗位的实际要求来安排课程结构和内容，形成了具有特色的基于工作过程的校企合作系列教材体系。

本套教材涵盖三大模块：语言技能类、专业英语类、专业知识类。作者都是本专业的“双师型”教师，不仅具有丰富的语言教学经验，而且具备企业第一线的工作经历，主持或参与过多项国家或省市级相关科研项目，这为本套教材的编写质量提供了有力的保证。

语言技能类

商务英语听说

实用商务英语口语教程

国际商务英语口语实训

致用商务英语阅读（上册）

致用商务英语阅读（下册）

外贸函电与单证实训教程

商务英语函电

旅游英语写作实训教程

商务翻译实务

商务英语口语

经贸英语口语实训教程

英语语法实训教程

专业英语类

外贸交际英语

会展实务英语

酒店实务英语

商务礼仪实务英语

外事接待实务英语

中英文酒店服务实训教程

旅游英语口语

旅游实务英语

中英文导游实训教程

专业知识类

外贸跟单实务

外贸单证实务

进出口报关实务

报检实务

国际市场营销实务

涉外企业管理实务（英文版）

生产物流运作实务

集装箱运输实务

国际贸易实务（双语版）

国际货运代理实务

国际商务单证实务

跨文化交际技巧——如何与西方人交往

商务英语谈判

值得注意的是，本系列教材不是封闭的，它随着教学模式和课程设置的变化，将不断推出新的内容，以丰富整个体系。

同时，本套教材均配有 PPT 课件等立体化教学资源，供教师教学参考（下载网址：<http://www.uibep.com>）。

对外经济贸易大学出版社

2015 年 1 月

前 言

在加入世界贸易组织（WTO）十多年后的今天，我国进入了经济“新常态”时期。在华的外资企业、合资企业等面对我国各种新出台的经济政策，不断调整在华的经营策略。针对新的经济环境，制定科学、有效的企业管理战略，克服金融危机后所面临的困难，是当今涉外企业的共同课题。

对于许多涉外企业来说，既有良好的涉外企业管理基础知识，也具备较强职业能力和爱岗敬业职业素养的复合型人才是企业发展不可或缺的。在此背景下，我们以企业管理中的不同职能作为授课重点，以基于工作过程为导向编写了本教材，旨在培养符合企业实际需求的企业管埋复合型人才。

本书分为六个模块：涉外企业管理基础认知、战略管理、人力资源管理、营销管理、运作管理和企业伦理管理。学生在学习中先了解涉外企业管理的现状与特点，然后通过战略管理、人力资源决策、市场营销决策、生产与服务决策等内容的学习及实训，掌握企业从建立到销售产品、获得利润的一个总体规划过程。最后针对当前社会对企业责任的要求，编写了企业伦理管理与社会责任感等内容，培养学生的基本企业伦理道德。

本书是一本基于工作过程的校企合作教材，其特色归纳如下：

1. 基于工作过程组织教学内容，强调过程知识，着重提高学生的职业能力。本书的内容以不同的职能管理工作过程为主线，让学生掌握每一个职能里不同决策的方法和步骤。

2. 以行动为导向，突出技能训练，着重培养学生知识运用的能力。本书每个模块最后的实训题包括案例分析和项目实训，每个项目按照工作任务过程的6个阶段“明确任务”、“制订计划”、“做出决策”、“实施”、“控制”和“评价反馈”来设置，让学生可以提高分析、策划和评价能力，培养团队合作精神。

3. 校企合作编写教材，避免了书本内容跟社会需求的脱节。本书的编者与企业顾问包括华为公司运营部的企业人员，华南理工信息集团等的企业人员，确保了本书的教学内容符合社会和企业对该专业人才的能力要求，起到以就业为导向的效果。

4. 内容选取上紧扣时代发展要求。本书根据当前我国对企业履行社会责任呼声不断

提高的趋势, 设置了企业商业伦理与企业社会责任模块, 增加了学生对我国企业各种管理新趋势的认识, 也为学生提高职业道德打下基础。

本教材适用于高等院校企业管理专业, 也可作为其他专业的管理基础课教材, 同时还可作为管理爱好者和从业人员的学习参考书。

本书由陈谊和彭丽巍主编。具体分工如下: 模块一由彭丽巍负责; 模块二、模块三和模块四由陈谊负责; 模块五由李蓬实负责; 模块六由党莹莹和陈谊负责。

本书在编写过程中参考和借鉴了国内外同类著作、文献、报刊和网站资料, 值此向这些作者表示诚挚的感谢! 由于作者水平有限, 书中错误与疏漏之处敬请各位专家、学者和广大读者批评和指正。

编 者
2015年2月

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Module One

Introduction to Foreign-Related Companies



Task Objective

By the end of this task, you should be able to:

- Understand what foreign-related companies refer to;
- Understand the development of different foreign-related companies;
- Understand the functional management of foreign-related companies;
- Know how to establish foreign-related companies in China.

I. Introduction to Foreign-Related Companies

1. Tuning-in

In a globalized world, economic exchanges among countries are becoming increasingly frequent and the scale is exponentially expanding. On the one hand, with globalization, it is an inevitable trend that enterprises will go international to seek larger market and more resources. That's why more and more Chinese trade companies expand their market abroad. On the other hand, more foreign companies seek opportunities in China after China's entry into WTO. China's further reform and opening up make it a very promising market for all the companies who seek to run business in emerging market.

Mini-Case 1.1 Global Presence of TCL

Founded in 1981, TCL is one of the largest consumer electronics enterprises in China with a global presence. Over 30 years of consistently diligent efforts along with China's reform and opening-up policy, motivated by the company's focus on dedication and innovation, TCL has grown into a leading enterprise in China's electronics information industry. As the competition in domestic market and the need to increase sales, TCL began forging its path into the globalized market. In 2002, TCL's Germany subsidiary Schneider Electric began full operations in Munich. In the next year, TCL acquired the United States-based Go Video Company through capital operation. In the same year, TCL and Thomson Company of France joined forces to restructure their colour TV and DVD businesses, establishing a colour TV enterprise with an annual production volume of 18 million. In 2005, TCL Corporation and Toshiba Corporation signed the Memorandum of Understanding to establish two companies; a manufacturing company specializing in the manufacturing of refrigerators and washing machines, and a sales company focused mainly on sales. Nowadays, TCL Corporation has established R&D centres and more than ten R&D branches in China, U.S.A., France and Singapore and owns 20 manufacturing bases globally, in China, Poland, Mexico, Thailand and Vietnam.

Source: <http://www.tcl.com/en.php/news/about/id/143.html>

There are many reasons behind the globalization of a company. The case of TCL tells us that it is inevitable for enterprises to go international with the development of the world economy. The internationalization of enterprises is to break the limit of national boundary of one country to conduct activities like production, sales and services in two or more countries to seek for greater market, better resources and higher profits etc.

2. Foreign-Related Companies and Their Developments

According to laws about foreign investment and the *Company Law of China*, foreign-related companies include Chinese-foreign equity joint ventures, Chinese-foreign cooperative joint ventures, and wholly foreign owned enterprises. In this book, we also include Chinese multinational companies, because they have international operations.

(1) Chinese-Foreign Equity Joint Venture

A Chinese-foreign equity joint venture means the enterprise established by foreign companies, enterprises, other economic entities or individuals incorporating themselves, within



the territory of the People's Republic of China, into equity joint ventures with Chinese companies, enterprises or other economic entities on the principle of equality and mutual benefit and subject to authorization by the Chinese Government. To establish this kind of enterprise, there must be two or more investors with different nationalities to fund the company, run the company together and share profits and losses.

Actually, before 1986, this kind of equity joint venture used to be the only way for China to attract foreign investment. In China, there are a lot of equity joint ventures. The automobile industry is a sector with many equity joint ventures. For example, Faw-Volkswagen is an equity joint venture established in 1991 by three partners: China First Automotive Works, German Volkswagen Group, German Audi AG and Volkswagen (China) Investment Co., Ltd. Another example is Guangqi Honda Automobile Co., Ltd. Its partners include Guangzhou Automobile Group Co., Ltd., Honda Motor Co., Ltd. and Honda Motor (China) Investment Co., Ltd.

(2) Chinese-Foreign Cooperative Joint Venture

A Chinese-foreign cooperative joint venture, also called Chinese-foreign contractual joint venture, is a joint venture between a Chinese and a foreign company within the territory of China which is based on a cooperative joint venture contract in which matters like the terms of cooperation, the division of earnings, the ownership of property upon the termination of the contract term of the cooperative joint venture, the sharing of risks and losses, etc. are laid down. The Chinese company usually provides the labour, land use rights and factory buildings, while the foreign company brings in the necessary technology and key equipment, as well as the capital.

A cooperative joint venture is different from an equity joint venture in the following aspects.

First, an equity joint venture is always a legal person. However, a cooperative joint venture can be a legal as well as a non-legal person.

Second, in an equity joint venture, the distribution of profits has to take place equivalent to the ratio of the capital contributions made by the parties, while the distribution in a cooperative joint venture can take place according to the parties' wishes. A cooperative joint venture is thus a lot more flexible than an equity joint venture.

Third, in a cooperative joint venture, a party may, besides contributing registered capital, provide for so-called cooperative conditions, e.g. market access rights.

(3) Wholly Foreign Owned Enterprise

A wholly foreign owned enterprise refers to the enterprise established by foreign enterprises, other foreign economic organizations and individuals with foreign capital in China. It doesn't include the office or branches of foreign companies in China. Compared with equity joint venture and cooperative joint venture, a wholly foreign owned enterprise can give the foreign investor greater control over the business in China. Specifically, it enables the investor

to uphold a company's global strategy free from interference by Chinese partners as may occur in the case of joint ventures. The investor can have total management control within the limitations of the laws of China. Sometimes foreign companies may worry about the leakage of intellectual property if they establish a joint venture. A wholly foreign owned enterprise can mitigate this concern by increasing the protection of trademarks and intellectual property.

Since its reform and opening up, China has provided series of incentives and preferential policies to attract foreign investment. A lot of foreign companies expand their market to China and establish wholly owned companies. For example, Maersk China wholly owned by the worldwide shipping giant Maersk Group; P&G China wholly by P&G Group; IKEA (China) Investment Co., Ltd owned by IKEA, one of the world biggest retailers of home furnishing headquartered in Sweden.

By the end of 2013, the total amount of foreign invested companies approved to be established in China had reached 22,773, the actual investment amount reaching US\$117.586 billion. The number of R&D centers and regional headquarters of transnational companies in China has been increasing. In recent years, with the emphasis of developing middle and west China, the foreign investment going to middle and west China increases fast.

Mini-Case 1.2 Foreign Investment in Chengdu

At the end of 2011, 207 of the world's top 500 enterprises had a presence in Chengdu, making the city the first choice among domestic and foreign enterprises looking to invest in Western China. Chengdu attracted the most foreign capital from the largest multinational corporations to invest among all the western cities.

Foreign Direct Investment (FDI) has played a huge role in catapulting Chengdu's economy to the top of the charts in China. Major investments by large firms may not match ongoing government stimulus in terms of raw numbers, but the presence of respected companies and their willingness to drop billions into this emerging market signals a confidence in the direction that Chengdu is headed.

According to an article in *Chengdu Daily*, more than US\$590 million of FDI poured into the Chengdu economy during the first half of 2011, and at least US\$1 billion more was put to concrete use. FDI spanned all of Chengdu's major pillar industries and saw growth across the board.

Source: <http://www.gochengdu.cn/investing/chengdu-foreign-investment>



(4) Chinese Multinational Companies

Chinese multinational companies refer to those that are originated in China and run business, establish branches or wholly-owned companies, and set up joint ventures in overseas countries. Several decades ago, we could hardly name any Chinese company that explored international market. In recent years, however, with the development of technology and the accumulation of capital, a lot of Chinese companies are beginning to exploring the possibility of go to international market. China's outward foreign direct investment keeps increasing steadily and plays a positive role in promoting stable and rapid development of national economy, in spite of the debilitating impact of financial crisis in recent years. In 2012, China struck a 10th year successive growth in outward foreign investment. The revenue of overseas contracting keeps an annual increase of over 20% for 8 years in a row and the value of contracts signed increases at an average rate of around 10% for 11 years.

Mini-Case 1.3 *Lenovo's "Going Out"*

By the acquisition of previous IBM Personal Computing Division, Lenovo became the third largest PC manufacturer of the world. After several years' development, Lenovo had been further expanded. In 2012, Lenovo exceeded Hewlett-Packard for the first time and became the biggest PC manufacturer in the world. The revenue from overseas market accounts for a large proportion of their total revenue.

Source: <http://tech.sina.com.cn/it/2013-07-12/02398531615.shtml>

Besides the increase of investment scales, the development of China's outward foreign direct investment is also demonstrated by the ways of investment. Transnational acquisition became a new feature. In 2013, there were 99 cases of transnational acquisition with the total value at about US\$38.5 billion.^① Chinese multinational companies are becoming stronger and play a bigger role in international economic games. Companies like Huawei, Lenovo and Haier have gained the preliminary scale of transnational companies. In 2013, there were 95 companies originated from Chinese mainland listed in Fortune 500.

^① <http://www.askci.com/news/201401/08/0895232139596.shtml>

Mini-Case 1.4 *Sany's Acquisition of German Truck Mixer Maker Intermix*

In July 2012, Sany Heavy Industry, a leading Chinese manufacturer of construction machinery, announced that it had fully acquired Intermix GmbH, a German truck mixer maker after the approval of both Chinese and German governments.

Sany spent 8.1 million Euros to buy all of Intermix from its founder Hans-George Stetter on July 19 through its subsidiary Putzmeister, a German concrete machinery manufacturer, according to a statement from Sany.

The acquisition expanded Putzmeister's product portfolio, extended its industry chain and better collaborated with Sany's existing business.

The acquisition was a major benefit for Sany's long-term development and a milestone in the global machinery industry. Sany seized a rare opportunity for a cross-border merger, and was expected to become one of the leading global construction machinery enterprises.

http://news.xinhuanet.com/english/china/2012-07/24/c_131736144.htm

(5) Foreign Trade Business of Foreign Companies and Joint Ventures in China

As the Reform and Opening-up Policy provides a platform for the development of international trade in China, many foreign companies and joint ventures also run import and export business apart from the sales in domestic market. For example, Nike produces in China and exports its sportswear to other countries. L'Oreal Company imported cosmetics of its own brands from France and sell them in China.

In Table 1.1, we can see the import and export volume of foreign-investment companies in three consecutive years. The total volume of import and export increased slower from 2011 to 2013 than it did from 2008 to 2010. In all the six years, the volume of export occupied more than 50% among the total volume of import and export. The volume of export and that of import by foreign companies also increased slower from 2011 to 2013 than it did from 2008 to 2010. We can infer from the table that due to the global economic slowdown, import and export growth of foreign companies in China's is relatively slow in recent years, compared with the growth from 2008 to 2010.

**Table 1.1 The Import and Export Volume of Foreign-Investment Enterprises
in Six Consecutive Years from 2008 to 2013**

Index	2013	2012	2011	2010	2009	2008
The Total Volume of Import and Export (US\$ million)	1,918,314.58	1,894,120.20	1,859,898.74	1,600,615.24	1,217,478.36	1,409,921.19



continued

Index	2013	2012	2011	2010	2009	2008
The Total Volume of Export (US\$ million)	1,043,724.10	1,022,620.08	995,227.04	862,228.82	672,074.09	790,492.70
The Total Volume of Import (US\$ million)	874,590.48	871,500.12	864,671.70	738,386.42	545,404.27	619,428.48

Source: <http://data.stats.gov.cn/workspace/index?m=hgnd>

(6) New Trends of Foreign Company's Operations in China

In recent years, due to the appreciation of the RMB, the rising of domestic labor costs and the increasing requirements of clean production because of the stricter environmental protection policies, many multinational corporations shift production from China to Southeast Asian countries, such as Vietnam, the Philippines and other countries with lower labor costs. Products of some foreign brand sold in Chinese market are no longer made in China, but produced by other countries and then imported to China.

The production and operation of transfer, as well as the recession of global economy result in the serious layoffs of many foreign companies in China. This brought a big impact on many employees who dedicated themselves in the foreign enterprise for many years, especially management staff.

Also worth noting is that many luxury companies adjust their strategy in China. This is because 76% of China's luxury consumption occurred in foreign countries, according to a report in early February 2015. Therefore, many luxury companies continue to attach great importance to China's consumers, but reduce investment in Chinese market, which led to the layoffs in these companies.

II. Functional Management of Foreign-Related Companies

1. Tuning-in

From the establishment of an enterprise, to the development of corporate strategy, to the determination of the functional tasks according to the strategic decisions, the whole enterprise management process includes mainly strategic management, human resource management, operations management, marketing management, etc. These functions are interdependent. In management, only when these functions coordinate with each other, can an enterprise optimize the internal and external resources, grasp the business opportunities and achieve success in the competition. In later modules, we will mainly discuss the strategic management, human resource