



教育部高校工商管理类教学指导委员会双语教学推荐教材



工商管理经典教材·核心课系列

BUSINESS ADMINISTRATION CLASSICS


# 战略管理：概念与案例

英文版·第12版

迈克尔·希特 (Michael A. Hitt)  
R.杜安·爱尔兰 (R. Duane Ireland) 著  
罗伯特·霍斯基森 (Robert E. Hoskisson)  
刘刚 改编

THE MANAGEMENT OF STRATEGY:  
COMPETITIVENESS & GLOBALIZATION: CONCEPTS AND CASES

..... Twelfth Edition .....

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· 北京 ·

图书在版编目 ( CIP ) 数据

战略管理：概念与案例：第12版：英文/ 迈克尔·希特，R. 杜安·爱尔兰，罗伯特·霍斯基森著；刘刚改编.  
—北京：中国人民大学出版社，2017.8

工商管理经典教材·核心课系列

ISBN 978-7-300-24685-7

I. ①战… II. ①迈… ②R… ③罗… ④刘… III. ① 企业战略-战略管理-研究生-教材-英文 IV. ① F272

中国版本图书馆 CIP 数据核字 (2017) 第167748号

教育部高校工商管理类教学指导委员会双语教学推荐教材

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出版发行 中国人民大学出版社

社 址 北京中关村大街31号

邮政编码 100080

电 话 010-62511242 (总编室)

010-62511770 (质管部)

010-82501766 (邮购部)

010-62514148 (门市部)

010-62515195 (发行公司)

010-62515275 (盗版举报)

网 址 <http://www.crup.com.cn>

<http://www.ttrnet.com> (人大教研网)

经 销 新华书店

印 刷 三河市汇鑫印务有限公司

规 格 215 mm × 275 mm 16开本

版 次 2017年8月第1版

印 张 30.25 插页2

印 次 2017年8月第1次印刷

字 数 873 000

定 价 59.00 元

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# 总 序

随着我国加入 WTO,越来越多的国内企业参与到国际竞争中来,用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考,如何顺应这一发展潮流,推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上,双语教学在我国教育界已经不是一个陌生的词汇了,以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看,双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今,依然是有人赞成有人反对,但不论是赞成居多还是反对占上,双语教学的规模 and 影响都在原有的基础上不断扩大,且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验,不断加以改进;一些待进入者也在模仿中学习,并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言(包括英语)的环境,开展双语教学面临特殊的困难,因此,选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为,双语教学从一开始就应该使用原版的各类学科的教材,而不是由本土教师自编的教材,从而可以避免中国式英语问题,保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外,还应根据双语教学的特点和需要,适当调整教学课时的设置,合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势,中国人民大学出版社同众多国际知名的大出版公司,如麦格劳-希尔出版公司、培生教育出版公司等合作,面向大学本科生层次,遴选了一批国外最优秀的管理类原版教材,涉及专业基础课,人力资源管理、市场营销及国际化管理等专业方向课,并广泛听取有着丰富的双语一线教学经验的教师的建议和意见,对原版教材进行了适当的改编,删减了一些不适合我国国情和不适合教学的内容;另一方面,根据教育部对双语教学教材篇幅合理、定价低的要求,我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头,将目标受众锁定在大学本科生层次。本套教材尤其突出了以下一些特点:

- 保持英文原版教材的特色。本套双语教材根据国内教学实际需要,对原书进行了一定的改编,主要是删减了一些不适合教学以及不符合我国国情的内容,但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定,使本套教材既保持了学术上的完整性,又贴近中国实际;既方便教师教学,又方便学生理解和掌握。

● 突出管理类专业教材的实用性。本套教材既强调学术的基础性，又兼顾应用的广泛性；既侧重让学生掌握基本的理论知识、专业术语和专业表达方式，又考虑到教材和管理实践的紧密结合，有助于学生形成专业的思维能力，培养实际的管理技能。

● 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

● 篇幅合理，价格相对较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使我们后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明

中国人民大学商学院



# 改编者的话

管理大师彼得·德鲁克说过：我们进入一片丛林，开始清除矮灌木丛。当我们千辛万苦，好不容易清除完一片灌木丛，直起腰来，准备享受一下成功的喜悦时，却猛然发现，旁边的一片灌木丛才是我们要清除的！有多少企业在市场竞争过程中，就如同这些砍伐灌木丛的人，只是埋头砍伐，却没有意识到要砍伐的并非应该砍伐的。当企业一味追求做大、做强的时候，或许需要冷静下来反思一下，是否已经迷失了方向。而这也正是我们学习战略管理的意义。

首先，战略管理关注企业发展的方向，追求企业的长期生存、发展和战略竞争力的提高，重视企业的长远利益和发展潜力。它为企业确定长期生存与发展的目标以及实现该目标的途径和手段提供了理论框架。在现代企业管理中，战略管理日益成为最高层次的综合性管理学科，成为企业成功的关键所在，而企业高层管理者战略管理的水平和能力关系着企业的生死存亡。所以，战略管理不仅是现代企业管理者所必须具备的管理知识和能力，更是企业建立和提高竞争优势、获得生存和发展的必备条件。

其次，战略管理从企业整体、全局的角度出发，综合运用相关学科和各种职能管理理论，服务于企业的可持续发展。日常经营管理中的生产管理、财务管理、市场营销管理等都属于职能性管理，是从企业局部的角度来进行管理。这种职能性管理尽管是企业必不可少的，但企业是由执行不同职能的部分所组成的统一整体，如何使企业的各个职能相互协调一致，有机地结合起来运作，就需要战略管理发挥作用。

再次，战略管理以复杂多变的经营环境为前提，注重监测企业环境的动态变化，制定有效的战略规划，利用有限的资源，保证企业在动荡环境中的生存和发展。因此，战略管理强调对内外部环境的分析，并根据环境的变化以及战略实施结果的反馈信息等，进行新一轮的战略管理。这是一个不断循环、不断调整和不断自我适应的过程。

最后，战略管理不仅涉及战略的制定过程，而且强调将制定出的战略付诸实施并进行有效的控制，因此是全过程的管理。在这一过程中，战略的制定、实施和控制各环节前后衔接、密不可分，对任何一个环节的忽视都将导致整个战略的失败。所以，企业决策者应从全局的角度出发，着眼于企业的长期发展，在复杂多变的环境下，对企业战略实施全过程管理。

认识战略管理的地位和作用，重视企业的战略管理，有助于决策者从琐碎的日常事

务中解脱出来，及时发现和解决那些事关企业生死存亡、前途命运的重大战略问题；有助于用战略眼光将企业经营管理活动的视野放在全方位的未来发展和广阔的市场竞争中，以获得更快、更好、更大的发展。尤其是在后金融危机时代，我国企业要想打造自身的核心竞争力，应对日益激烈的竞争环境和不断加剧的贸易保护主义趋势，学习和研究战略管理显得越发重要。

正是在这样一个竞争白热化、国际化的大背景下，为了让国内商学院的学生、经理人更好地掌握战略管理的必备知识及最新发展趋势并从中受益，迈克尔·希特等人所著的最新版的《战略管理：概念与案例》引入中国。第12版一方面融合了以往版本的诸多优点，同时也更能体现新的企业战略管理实践特征，具有更强的时代性和实践性。其具体特色主要体现在以下几个方面：

第一，整体结构清晰合理。本教材以战略管理过程中的各个环节为主线，对战略管理领域的知识体系进行了系统且完整的介绍。合理的结构与清晰的条理有助于读者更好地理解现实中的企业该如何更好地运用战略管理的工具、技术和思想。

第二，研究成果与企业实践有效平衡。本教材通过引入众多的全新案例，实现了已有研究成果与全世界企业实践之间的完美对接及平衡。全书不仅涵盖了众多优秀的研究文献与理论成果，同时纳入了大量现实企业实践中的真实案例，从而能够帮助读者们更好地理解企业为实现自身愿景、超越竞争对手所采取的不同类型的战略。书中所更新的案例，均是在新的时代环境下具有重要意义的话题，并且附有完整的业务、财务数据。

第三，经典理论与最新成果完美结合。本教材既涵盖了经典的战略管理理论，又涵盖了这一领域最新的学术研究成果。前者为我们学习企业战略管理的基础理论打开了方便之门，后者则能够帮助我们更好地掌握企业战略管理理论的最新发展动态，以便更好地指导企业如何在日益复杂多变的经营环境中确保战略管理落到实处。

第四，深入浅出、可读性更强。本教材的语言简洁明快，行文轻松流畅，有助于提升读者的阅读体验，增加读者的阅读兴趣。对于广大商学院或管理学院的学生，尤其是MBA、EMBA、EDP学员来说，本教材是学习战略管理知识的必备书籍。对于从事战略管理的商界精英们来说，本教材可以帮助他们了解战略管理的前沿理论、最新发展以及运用现状，为其进行战略决策提供理论依据和实践借鉴。

相信广大读者一定能从第12版教材中汲取战略管理理论的思想精髓，掌握战略管理领域的前沿知识，把握战略管理实践的发展趋势，学有所获，学有所成！

刘 刚

于中国人民大学商学院

# Preface\*

Our goal in writing each edition of this book is to present a new, up-to-date standard for explaining the strategic management process. To reach this goal with the 12th edition of our market-leading text, we again present you with an intellectually rich yet thoroughly practical analysis of strategic management.

With each new edition, we work hard to achieve the goal of maintaining the standard that we established for presenting strategic management knowledge in a readable style. To prepare for each new edition, we carefully study the most recent academic research to ensure that the content about strategic management that we present to you is up to date and accurate. In addition, we continuously read articles appearing in many different and widely read business publications (e.g., *Wall Street Journal*, *Bloomberg Businessweek*, *Fortune*, *Financial Times*, *Fast Company*, and *Forbes*, to name a few). We also study postings through social media (such as blogs) given their increasing use as channels of information distribution. By studying a wide array of sources, we are able to identify valuable examples of how companies are using (or not using) the strategic management process. Though many of the hundreds of companies that we discuss in the book will be quite familiar, some will likely be new to you. One reason for this is that we use examples of companies from around the world to demonstrate the globalized nature of business operations. To maximize your opportunities to learn as you read and think about how actual companies use strategic management tools, techniques, and concepts (based on the most current research), we emphasize a lively and user-friendly writing style. To facilitate learning, we use an Analysis-Strategy-Performance framework that is explained in Chapter 1 and referenced throughout the book.

Several *characteristics* of this 12th edition of our book are designed to enhance your learning experience:

- First, we are pleased to note that this book presents you with the most comprehensive and thorough coverage of strategic management that is available in the market.
- The research used in this book is drawn from the “classics” as well as the most recent contributions to the strategic management literature. The historically significant “classic” research provides the foundation for much of what is known about strategic management, while the most recent contributions reveal insights about how to effectively use strategic management in the complex, global business environment in which firms now compete. Our book also presents you with many up-to-date examples of how firms use the strategic management tools, techniques, and concepts that prominent researchers have developed. Indeed, although this book is grounded in the relevant theory and current research, it also is strongly application oriented and presents you, our readers, with a large number of examples and applications of strategic management concepts, techniques, and tools. In this edition, for example, we examine more than 600 companies to describe the use of strategic management. Collectively, no other strategic management book presents you with the *combination* of useful and insightful *research* and *applications* in a wide variety of organizations as does this text.

\* 为反映原书概貌，前言未作删减。——改编者



Company examples you will find in this edition range from large U.S.-based firms such as Apple, Amazon.com, McDonald's, Starbucks, Walmart, Walt Disney, General Electric, Intel, American Express, Coca-Cola, Google, Target, United Technologies, Kellogg, DuPont, Marriott, and Whole Foods. In addition, we examine firms based in countries other than the United States such as Sony, Aldi, Honda, Tata Consultancy, Alibaba, IKEA, Lenovo, Luxottica, and Samsung. As these lists suggest, the firms examined in this book compete in a wide range of industries and produce a diverse set of goods and services.

- We use the ideas of many prominent scholars (e.g., Ron Adner, Rajshree Agarwal, Gautam Ahuja, Raffi Amit, Africa Arino, Jay Barney, Paul Beamish, Peter Buckley, Ming-Jer Chen, Russ Coff, Rich D'Aveni, Kathy Eisenhardt, Gerry George, Javier Gimeno, Luis Gomez-Mejia, Melissa Graebner, Ranjay Gulati, Don Hambrick, Connie Helfat, Amy Hillman, Tomas Hult, Dave Ketchen, Dovev Lavie, Yadong Luo, Shige Makino, Costas Markides, Anita McGahan, Danny Miller, Will Mitchell, Margie Peteraf, Michael Porter, Nandini Rajagopalan, Jeff Reuer, Joan Ricart, Richard Rumelt, David Sirmon, Ken Smith, Steve Tallman, David Teece, Michael Tushman, Margarethe Wiersema, Oliver Williamson, Mike Wright, Anthea Zhang, and Ed Zajac) to shape the discussion of *what* strategic management is. We describe the practices of prominent executives and practitioners (e.g., Mary Barra, Jack Ma, Reed Hastings, Howard Schultz, John Mackey, Yang Yuanqing, Angela Ahrendt, Marilyn Hewson, Jeff Immelt, Ellen Kullman, Elon Musk, Paul Pullman, Li Ka-Shing, Karen Patz, and many others) to help us describe *how* strategic management is used in many types of organizations.

The authors of this book are also active scholars. We conduct research on a number of strategic management topics. Our interest in doing so is to contribute to the strategic management literature and to better understand how to effectively apply strategic management tools, techniques, and concepts to increase organizational performance. Thus, our own research is integrated in the appropriate chapters along with the research of numerous other scholars, some of whom are noted above.

In addition to our book's *characteristics*, there are some specific *features* and *revisions* that we have made in this 12th edition that we are pleased to highlight for you:

- **New Opening Cases and Strategic Focus Segments** We continue our tradition of providing all-new Opening Cases and Strategic Focus segments! Many of these deal with companies located outside North America. In addition, all of the company-specific examples included in each chapter are either new or substantially updated. Through all of these venues, we present you with a wealth of examples of how actual organizations, most of which compete internationally as well as in their home markets, use the strategic management process for the purpose of outperforming rivals and increasing their performance.
- **Twenty Cases** are included in this edition. Offering an effective mix of organizations headquartered or based in North America and a number of other countries as well, the cases deal with contemporary and highly important topics. Many of the cases have full financial data (the analyses of which are in the Case Notes that are available to instructors). These timely cases present active learners with opportunities to apply the strategic management process and understand organizational conditions and contexts and to make appropriate recommendations to deal with critical concerns. These cases can also be found in MindTap.
- **New Mini-Cases** have been added that demonstrate how companies deal with major issues highlighted in the text. There are 13 of these cases, one for each chapter, although some of them can overlap with other chapter content. Students will like their conciseness, but they likewise provide rich content that can serve as a catalyst for individual or group analysis and class discussion. Each Mini-Case is followed by a set of questions to guide analysis and discussion.

- **More than 1,200 new references** from 2014 and 2015 are included in the chapters' endnotes. We used the materials associated with these references to support new material added or current strategic management concepts that are included in this edition. In addition to demonstrating the classic and recent research from which we draw our material, the large number of references supporting the book's contents allow us to integrate cutting-edge research and thinking into a presentation of strategic management tools, techniques, and concepts.
- **New content** was added to several chapters. Examples include the strategic ecosystem such as the one used by Apple with its "ecosystem of app producers" (Chapters 1 and 4), sustainable physical environment (Chapter 3), mentoring new CEOs (Chapter 12), strategic leadership in family owned/controlled companies (Chapter 12), and acquisitions and innovation, open innovations, and managing the innovation portfolio (Chapters 4 and 13).
- **Updated information** is provided in several chapters. Examples include the stakeholder host communities (Chapter 1), all new and current demographic data (e.g., ethnic mix, geographic distribution) that describe the economic environment (Chapter 2), the general partner strategies of private equity firms (Chapter 7), information from the *World Economic Forum Competitiveness Report* regarding political risks of international investments (Chapter 8), updates about corporate governance practices being used in different countries (Chapter 10), updated data about the number of internal and external CEO selections occurring in companies today (Chapter 12), a ranking of countries by the amount of their entrepreneurial activities (Chapter 13), and a ranking of companies on their total innovation output (Chapter 13).
- **An Exceptional Balance** between current research and up-to-date applications of that research in actual organizations located throughout the world. The content has not only the best research documentation but also the largest number of effective real-world examples to help active learners understand the different types of strategies organizations use to achieve their vision and mission and to outperform rivals.

## Supplements to Accompany This Text

**Instructor Website.** Access important teaching resources on this companion website. For your convenience, you can download electronic versions of the instructor supplements from the password-protected section of the site, including Instructor's Resource Manual, Comprehensive Case Notes, Cognero Testing, Word Test Bank files, PowerPoint® slides, and Video Segments and Guide. To access these additional course materials and companion resources, please visit [www.cengagebrain.com](http://www.cengagebrain.com).

- **Instructor's Resource Manual.** The Instructor's Resource Manual, organized around each chapter's knowledge objectives, includes teaching ideas for each chapter and how to reinforce essential principles with extra examples. This support product includes lecture outlines and detailed guides to integrating the MindTap activities into your course with instructions for using each chapter's experiential exercises, branching, and directed cases. Finally, we provide outlines and guidance to help you customize the collaborative work environment and case analysis project to incorporate your approach to case analysis, including creative ideas for using this feature throughout your course for the most powerful learning experience for your class.
- **Case Notes.** These notes include directed assignments, financial analyses, and thorough discussion and exposition of issues in the case. Select cases also have assessment

rubrics tied to National Standards (AACSB outcomes) that can be used for grading each case. The Case Notes provide consistent and thorough support for instructors, following the method espoused by the author team for preparing an effective case analysis.

- **Cognero.** This program is easy-to-use test-creation software that is compatible with Microsoft Windows. Instructors can add or edit questions, instructions, and answers, and select questions by previewing them on the screen, selecting them randomly, or selecting them by number. Instructors can also create and administer quizzes online, whether over the Internet, a local area network (LAN), or a wide area network (WAN).
- **Test Bank.** Thoroughly revised and enhanced, test bank questions are linked to each chapter's knowledge objectives and are ranked by difficulty and question type. We provide an ample number of application questions throughout, and we have also retained scenario-based questions as a means of adding in-depth problem-solving questions. The questions are also tagged to National Standards (AACSB outcomes), Bloom's Taxonomy, and the Dierdorff/Rubin metrics.
- **PowerPoints®.** An all-new PowerPoint presentation, created for the 12th edition, provides support for lectures, emphasizing key concepts, key terms, and instructive graphics.
- **Video Segments.** A collection of 13 BBC videos has been included in the MindTap Learning Path. These new videos are short, compelling, and provide timely illustrations of today's management world. They are available on the DVD and Instructor website. Detailed case write-ups, including questions and suggested answers, appear in the Instructor's Resource Manual and Video Guide.

**Cengage Learning Write Experience 3.0.** This new technology is the first in higher education to offer students the opportunity to improve their writing and analytical skills without adding to *your* workload. Offered through an exclusive agreement with Vantage Learning, creator of the software used for GMAT essay grading, Write Experience evaluates students' answers to a select set of assignments for writing for voice, style, format, and originality. We have trained new prompts for this edition!

**Micromatic Strategic Management Simulation (for bundles only).** The Micromatic Business Simulation Game allows students to decide their company's mission, goals, policies, and strategies. Student teams make their decisions on a quarter-by-quarter basis, determining price, sales and promotion budgets, operations decisions, and financing requirements. Each decision round requires students to make approximately 100 decisions. Students can play in teams or play alone, compete against other players or the computer, or use Micromatic for practice, tournaments, or assessment. You can control any business simulation element you wish, leaving the rest alone if you desire. Because of the number and type of decisions the student users must make, Micromatic is classified as a medium to complex business simulation game. This helps students understand how the functional areas of a business fit together without being bogged down in needless detail and provides students with an excellent capstone experience in decision making.

**Smartsims (for bundles only).** MikesBikes Advanced is a premier strategy simulation providing students with the unique opportunity to evaluate, plan, and implement strategy as they manage their own company while competing online against other students within their course. Students from the management team of a bicycle manufacturing company make all

the key functional decisions involving price, marketing, distribution, finance, operations, HR, and R&D. They formulate a comprehensive strategy, starting with their existing product, and then adapt the strategy as they develop new products for emerging markets. Through the Smartsims easy-to-use interface, students are taught the cross-functional disciplines of business and how the development and implementation of strategy involves these disciplines. The competitive nature of MikesBikes encourages involvement and learning in a way that no other teaching methodology can, and your students will have fun in the process!

**MindTap.** MindTap is the digital learning solution that helps instructors engage students and helps students become tomorrow's strategic leaders. All activities are designed to teach students to problem-solve and think like leaders. Through these activities and real-time course analytics, and an accessible reader, MindTap helps you turn cookie cutter into cutting edge, apathy into engagement, and memorizers into higher-level thinkers.

Customized to the specific needs of this course, activities are built to facilitate mastery of chapter content. We've addressed case analysis from cornerstone to capstone with a functional area diagnostic of prior knowledge, directed cases, branching activities, multimedia presentations of real-world companies facing strategic decisions, and a collaborative environment in which students can complete group case analysis projects together synchronously.

## Acknowledgments

We express our appreciation for the excellent support received from our editorial and production team at Cengage Learning. We especially wish to thank Scott Person, our Senior Product Manager, and Tara Singer, our Content Developer. We are grateful for their dedication, commitment, and outstanding contributions to the development and publication of this book and its package of support materials.

We are highly indebted to all of the reviewers of past editions. Their comments have provided a great deal of insight in the preparation of this current edition:

Jay Azriel  
*York College of Pennsylvania*

Lana Belousova  
*Suffolk University*

Ruben Boling  
*North Georgia University*

Matthias Bollmus  
*Carroll University*

Erich Brockmann  
*University of New Orleans*

David Cadden  
*Quinnipiac University*

Ken Chadwick  
*Nicholls State University*

Bruce H. Charnov  
*Hofstra University*

Jay Chok  
*Keck Graduate Institute, Claremont Colleges*

Peter Clement  
*State University of New York–Delhi*

Terry Coalter  
*Northwest Missouri University*

James Cordeiro  
*SUNY Brockport*

- Deborah de Lange  
*Suffolk University*
- Irem Demirkan  
*Northeastern University*
- Dev Dutta  
*University of New Hampshire*
- Scott Elston  
*Iowa State University*
- Harold Fraser  
*California State University–Fullerton*
- Robert Goldberg  
*Northeastern University*
- Monica Gordillo  
*Iowa State University*
- George Griffin  
*Spring Arbor University*
- Susan Hansen  
*University of Wisconsin–Platteville*
- Glenn Hoetker  
*Arizona State University*
- James Hoyt  
*Troy University*
- Miriam Huddleston  
*Harford Community College*
- Carol Jacobson  
*Purdue University*
- James Katzenstein  
*California State University, Dominguez Hills*
- Robert Keidel  
*Drexel University*
- Nancy E. Landrum  
*University of Arkansas at Little Rock*
- Mina Lee  
*Xavier University*
- Patrice Luoma  
*Quinnipiac University*
- Mzamo Mangaliso  
*University of Massachusetts–Amherst*
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*Drexel University*
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*University of North Texas*
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*University of Arkansas at Little Rock*
- Elisabeth Teal  
*University of N. Georgia*
- Jill Thomas Jorgensen  
*Lewis and Clark State College*
- Len J. Trevino  
*Washington State University*



Edward Ward  
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Pomona*

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Wilson Zehr  
*Concordia University*

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# 战略管理：概念与案例

英文版·第12版

迈克尔·希特 (Michael A. Hitt)  
R. 杜安·爱尔兰 (R. Duane Ireland) 著  
罗伯特·霍斯基森 (Robert E. Hoskisson)  
刘 刚 改编

THE MANAGEMENT OF STRATEGY:  
COMPETITIVENESS & GLOBALIZATION: CONCEPTS AND CASES

..... Twelfth Edition .....

中国人民大学出版社  
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