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国际管理

跨国与跨文化管理

【课程与案例】

(第7版)

International Management

Managing Across Borders and Cultures [Text and Cases]

Seventh Edition

(美) 海伦·德雷斯基 (Helen Deresky) 著

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北 京

北京市版权局著作权合同登记号 图字：01-2011-6153

Original edition, entitled International Management, 7th Edition, 9780132545556 by HELEN DERESKY, published by Pearson Education, Inc., publishing as Prentice Hall, copyright © 2011.

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China edition published by PEARSON EDUCATION ASIA LTD., and TSINGHUA UNIVERSITY PRESS. Copyright © 2012.

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图书在版编目(CIP)数据

国际管理: 跨国与跨文化管理: 课程与案例: 第7版= International Management: Managing Across Borders and Cultures (Text and Cases): 英文/ (美) 德雷斯基 (Deresky, H.) . --北京: 清华大学出版社, 2012.1
(美国商学院原版教材精选系列)

ISBN 978-7-302-27708-8

I. ①国… II. ①德… III. ①跨国公司—企业管理—高等学校—教材—英文 IV. ①F276.7

中国版本图书馆 CIP 数据核字(2011)第 266832 号

责任编辑: 王 青

责任印制: 李红英

出版发行: 清华大学出版社

网 址: <http://www.tup.com.cn>, <http://www.wqbook.com>

地 址: 北京清华大学学研大厦 A 座 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 装 者: 清华大学印刷厂

发 行 者: 全国新华书店

开 本: 203mm×260mm 印张: 30.25

版 次: 2012年1月第1版

印 次: 2012年1月第1次印刷

印 数: 1~5000

定 价: 48.00 元

产品编号: 038550-01

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的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，基本上已是再版多次、在国外深受欢迎，并被广泛采用的优秀教材，绝大部分是该领域中较具权威性的经典之作。

感谢培生教育出版集团 (Pearson Education) 授予清华大学出版社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教科书原汁原味地奉献给更多的中国读者。

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。

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清华大学出版社
2011年11月

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知识和研究成果。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

PREFACE

SEVENTH EDITION CHANGES

- **Over 50% of the content of this book is new to the seventh edition**
- **Comprehensive cases: All 12 of the comprehensive cases are new and current.**
- **Chapter-Opening Profiles: Nine of the 11 Chapter Profiles are new, keeping two favorites**
- **Chapter-Ending Cases: Six of the nine chapter-ending cases are New; three favorites have been updated.**
- **NEW: Integrative Case: The International Committee of the Red Cross: Managing Across Cultures**
- Two of the eleven Comparative Management in Focus sections are new, and the rest have been revised and updated.
- Five of the eleven Management Focus boxes are new.
- Added NEW coverage of the Global Financial Crisis and its effects on strategy throughout.
- **70% increase in coverage of developments in globalization and its growing nationalist backlash – in particular resulting from the global financial crisis**
- **100% increase in coverage of emerging market economies – in particular China and India.**
- **Added NEW coverage of South Africa**
- **Added NEW section on strategies for emerging markets.**
- **Added NEW section on strategies for SMEs**
- **Added NEW section on Value Creation in alliances.**
- **Added NEW sections on “born global” companies and on the CAGE strategy model.**
- Added NEW section on the “global mindset of leaders,” and expanded coverage of expatriate assignments.
- Cut out some “old” sections and exhibits, and pruned sections on work motivation.
- Added NEW research data on expatriate assignments and relocation.

The seventh edition of *International Management: Managing Across Borders and Cultures* Prepares students and practicing managers for careers in a dynamic global environment wherein they will be responsible for effective strategic, organizational, and interpersonal management. While managing within international and cross-cultural contexts has been the focus of this text since the first edition, the seventh edition portrays the burgeoning level, scope and complexity of international business facing managers in the twenty-first century. The seventh edition explores how recent developments and trends within a hypercompetitive global arena present managers with challenging situations and guides the reader as to what actions to take, and how to develop the skills necessary to design and implement global strategies, to conduct effective cross-national interactions and to manage daily operations in foreign subsidiaries. Global companies are faced with varied and dynamic environments in which they must accurately assess the political, legal, technological, competitive, and cultural factors that shape their strategies and operations. The fate of overseas operations depends greatly on the international manager’s cultural skills and sensitivity, as well as the ability to carry out the company’s strategy within the context of the host country’s business practices.

In the seventh edition, cross-cultural management and competitive strategy are evaluated in the context of global changes—the expanding European Union (EU), the increasing trade among the Americas, and the rapidly growing economies in Asia—that require new management applications. In the seventh edition we have added focus on how rapidly developing economies, in particular China and India, present the manager with challenging strategic decisions in an increasingly “flat world,” as posited by Thomas Friedman. Throughout, the text emphasizes how the variable of culture interacts with other national and international factors to affect managerial processes and behaviors. In addition, the growing competitive influence of technology is discussed throughout the text. Concerns about Corporate Social Responsibility (CSR) and Sustainability while operating in global locations are addressed at length.

This textbook is designed for undergraduate and graduate students majoring in international business or general management. Graduate students might be asked to focus more heavily on the comprehensive cases that conclude each part of the book and to complete the term project in greater detail. It is assumed, though not essential, that most students using *International Management:*

Managing Across Borders and Cultures, Seventh Edition, will have taken a basic principles of management course. Although this text is primarily intended for business students, it is also useful for practicing managers and for students majoring in other areas, such as political science or international relations, who would benefit from a background in international management.

SEVENTH EDITION FEATURES

- **Streamlined text** in eleven chapters, with particular focus on global strategic positioning, entry strategies and alliances, effective cross-cultural understanding and management, and developing and retaining an effective global management cadre. The seventh edition has been revised to reflect current research, current events and global developments, and includes company examples from the popular press. In Chapter 1, we introduce trends and developments facing international managers and then expand those topics in the context of the subsequent chapters. For example, we discuss developments in globalization and its growing nationalist backlash—in particular resulting from the global financial crisis. We discuss the effects on global business of the rapidly growing economies of China and India and other emerging economies such as those in Africa, and the expansion of the EU; the globalization of human capital; and the escalating effects of Information Technology and the global spread of e-business. We follow these trends and their effects on the role of the international manager throughout the book. For example, in Chapter 6 we focus further on strategies for emerging markets, while also dealing with changing strategies to respond to economic decline around the world and an increasing level of nationalism in some industries; we have a section on “Using E-Business for Global Expansion” as well as discussing “born global” companies. In Chapter 7, we added a section on strategies for SMEs and a new section on “Value Creation in Alliances.” We have condensed some research material in Chapter 3, while adding a new cultural profile on Latin America and expanded the one on Germany. In Chapter 2 we lead into another contemporary topic gaining increasing attention—that of CSR (corporate social responsibility) with a new opening profile, “Primark’s Moral Maze,” and a comparative section on Human Rights in China. We added focus in the HR chapters, 9 and 10, on Strategic Human Resources Management, and additional coverage on managing expatriate assignments as well as knowledge transfer. We have condensed the research on work motivation in Chapter 11 and added new research on the “global mindset” of leaders. Other revisions to the text material include the following:
- **Comprehensive cases:** *All the comprehensive cases are new and current.* The selection of cases has been drawn from a broad array of geographical settings: China, Germany, India, the Middle East, Finland, France, Japan, Switzerland, the United States, as well as “global” cases. The cases place the student in the decision-making role of the manager regarding issues of strategy, culture, HRM, social responsibility, technology, and politics in the global arena. **Examples are Nokia’s Business Interests versus German Pressures; MTV Networks: The Arabian Challenge; Google’s Country Experiences; eBay in Japan: Strategic and Cultural Missteps; The Chrysler-Fiat Alliance; Ratan Tata—Leading The Tata Group into the 21st Century — leadership and strategy.**
- **Chapter-Opening Profiles:** **We have added nine New Profiles**, keeping some favorites. These give practical and current illustrations of the chapter topics, such as “Economic Crisis Spreads Through Financial Globalization.”
- **Comparative Management in Focus sections** provide in-depth comparative application of chapter topics in a broad range of specific countries or regions with **new or updated sections** such as “China’s Economy Just Keeps Chugging,” “Profiles in Culture: Japan, Germany, Latin America, and South Korea,” “Strategic Planning for the EU Market (updated),” “Joint Ventures in the Russian Federation (updated),” “Comparative IHRM Practices,” “Communicating with Arabs,” “Motivation in Mexico (revised).”
- **Management Focus Boxes:** **Five new focus boxes, others updated**, giving management and company examples around the world to highlight the chapter topics, such as “Intel Brings Changes to Vietnam’s Economy and Culture,” “India’s IT Industry Brings Cultural Changes,” “Cultural Misunderstanding: The Danone-Wahaha Joint venture in China,” “Mexico’s Cemex Reverses Course to Respond to Global Downturn,” and “The Role of Women in International Management.”
- **Chapter-Ending Cases:** **Six New cases; three favorites updated.** Examples are “Indian BPOs Waking Up to the Philippines Opportunity,” “Australia and New Zealand: Doing

Business with Indonesia,” “YouTube LLC: Going Global by Acting Local,” “Acer Restructures for Global Growth,” “Kelly’s Assignment in Japan.”

- **Experiential Exercises** at the end of each chapter, challenging students on topics such as ethics in decision making, cross-cultural negotiations, and strategic planning.
- **Integrative Term Project** outlined at the end of the text and providing a vehicle for research and application of the course content.
- **Integrative Case: New case**—“The International Committee of the Red Cross: Managing Across Cultures.” This case provides the students with the challenge to integrate the topics in the book, such as Strategy, Structure, IHRM, Communication, Cross-Cultural Management, and political issues, in a Not-for-Profit organization.
- **Internet Study Guide and chapter quizzes** are available on the text’s Web site. These quizzes ask a variety of multiple choice, true/false, and essay questions which provide student’s with immediate feedback. Go to <http://www.prenhall.com/deresky>.

SUPPLEMENTS PACKAGE

Instructor’s Manual: The Instructor’s Manual has been completely revised. For each chapter, the Instructor’s Manual provides a comprehensive lecture outline with references to slides in the PowerPoint package, chapter discussion questions and answers, as well as additional Teaching Resources, a list of related Web sites, and additional Experiential Exercises for selected chapters.

Test Item File: The Test Item File consists of multiple choice questions, discussion questions, and comprehensive essay questions. Each question is followed by a page reference, a difficulty rating of easy, moderate, or difficult, and a classification of either application or recall to help you build a well-balanced test.

Instructor’s Resource Center: Using the Instructor’s Resource Center, you will find the following faculty supplements:

PowerPoints: A fully revised, comprehensive package of slides, which outline each chapter and include exhibits from the text. The PowerPoint package is designed to aid the educator and supplement in-class lectures.

TestGen software: Containing all of the questions in the printed Test Item File, TestGen is a comprehensive suite of tools for testing and assessment.

Instructor’s Manual
Test Item File

ACKNOWLEDGMENTS

The author would like to acknowledge, with thanks, the individuals who made this text possible. For the seventh edition, these people include Bruce Rosenthal who updated the Instructor’s Manual and Internet Study Guide, Mohamad Sepehri who updated the PowerPoints, and Emily Yelverton who updated the Test Item File, as well as the following reviewers:

Charles M. Byles, Virginia Commonwealth University
JoAnn Flynn, Georgia College & State University
Gwen Moore, University of Missouri – St. Louis
John O. Okpara, Bloomsburg University of Pennsylvania
Kathleen M. Premo, St. Bonaventure University

—Helen Deresky

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