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电子商务管理 课文和案例

第 **1** 版

Sandeep Krishnamurthy

University of Washington / 著

E-Commerce
Management
Text and Cases

北京大学出版社
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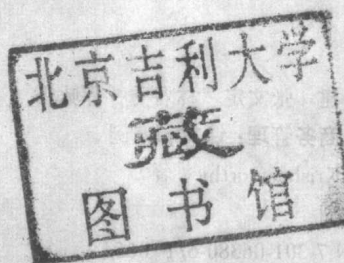
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· 院长寄语 ·

北京大学光华管理学院秉承北大悠久的人文传统、深邃的学术思想和深厚的文化底蕴,经过多年努力,目前已经站在中国经济发展与企业管理研究的前列,以向社会提供具有国际水准的管理教育为己任,并致力于帮助国有企业、混合所有制企业和民营企业实现经营管理的现代化,以适应经济全球化趋势。

光华 MBA 项目旨在为那些有才华的学员提供国际水准的管理教育,为工商界培养熟悉现代管理理念、原理和技巧的高级经营管理人才,使我们的 MBA 项目成为企业发展致富之源,为学员创造迅速成长和充分发挥优势的条件和机会。

为了适应现代人才需求模式和建立中国的一流商学院,北京大学光华管理学院正在推出国际 MBA“双语双学位”培养方案;同时,为了配合北大 MBA 教育工作的展开,光华管理学院与北大出版社联合推出本套《当代全美 MBA 经典教材书系(英文影印版)》,并向国内各兄弟院校及工商界人士推荐本套丛书。相信我们这些尝试将会得到社会的支持。而社会对我们的支持,一定会使光华 MBA 项目越办越好,越办越有特色。

北京大学光华管理学院院长

陈以宁

出版者序言

2001年12月10日中国加入了世界贸易组织,从此,中国将进一步加大与世界各国的政治、经济、文化各方面的交流和合作,这一切都注定中国将在未来世界经济发展中书写重要的一笔。

然而,中国经济的发展正面临着前所未有的人才考验,在许多领域都面临着人才匮乏的现象,特别是了解国际贸易规则、能够适应国际竞争需要的国际管理人才,更是中国在未来国际竞争中所必需的人才。因此,制定和实施人才战略,培养并造就大批优秀人才,是我们在新一轮国际竞争中赢得主动的关键。

工商管理硕士(MBA),1910年首创于美国哈佛大学,随后MBA历经百年风雨不断完善,取得了令世人瞩目的成绩。如今,美国MBA教育已经为世界企业界所熟知,受到社会的广泛承认和高度评价。中国的MBA教育虽起步较晚,但在过去10年里,中国的MBA教育事业非常迅速,也取得了相当显著的成绩。现在国内已经有50多所高等院校可以授予MBA学位,为社会培养了3000多名MBA毕业生,并有在读学员2万多人。

目前,国内的MBA教育市场呈现一片繁荣景象,但繁荣的背后却隐藏着种种亟待解决的问题。其中很大一部分问题的成因是因为目前我国高校使用的教材内容陈旧,与国外名校的名牌教材差距较大,在教学内容、体系上也缺乏与一流大学的沟通。为适应经济全球化,国家教育管理部门曾要求各高校大力推广使用外语讲授公共课和专业课,特别是在我国加入WTO后急需的上百万人才中,对MBA人员的需求更是占1/3之多,所以,大力开展双语教学,适当引进和借鉴国外名牌大学的原版教材,是加快中国MBA教育步伐,使之走向国际化的一条捷径。

目前,国内市场上国外引进版教材也是新旧好坏参差不齐,这就需要读者进行仔细的甄别。对于国外原版教材的使用,在这里我们要提几点看法。国外每年出版的教材多达几万种,如果不了解国外的教材市场,不了解国外原版教材的品质就可能找不到真正适合教学和学习的好的教材。对于不太了解外版教材的国内读者来说,选择教材要把握以下几点,即:选择国外最新出版的书籍;选择名校、名作者的书籍;选择再版多次并且非常流行的书籍。综合以上几点来看,目前国内市场上真正出新、出好、出精的MBA教材还是不多的。基于以上认识,北京大学出版社推出了《当代全美MBA经典教材书系(英文影印版)》,本套丛书的筛选正是本着以上提到的几点原则,即:出新、出好、出精。经过北京大学及国内其他著名高校的知名学者的精心挑选,本套丛书汇集了美国管理学界各个学科领域专家的权威巨著,称得上是一套优中选精的丛书。本套丛书现在已经推出了MBA主干课程、会计专业、金融专业课程教程三个系列,共45个品种。以后,我们还将陆续推出更多专业的英文影印版书籍。

致谢

本套教材是我社与国外一流专业出版公司合作出版的,是从大量外版教材中选出的最优秀的一部分。在选书的过程中我们得到了很多专家学者的支持和帮助,可以说每一本书都经过处于教学一线的专家、学者们的精心审定,本套英文影印版教材的顺利出版离不开他们的无私帮助,在此,我们对审读并对本套图书提出过宝贵意见的老师们表示衷心的感谢,他们是(按拼音排序):

北京大学光华管理学院：符国群、李东、刘力、梁钧平、陆正飞、王建国、王立彦、王其文、
杨岳全、姚长辉、于鸿君、张国有、张圣平、张志学、朱善利

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出版声明

本套丛书是对国外原版教材的直接影印,由于各个国家政治、经济、文化背景的不同,原作者所持观点还请广大读者在阅读过程中加以分析和鉴别。我们希望本套丛书的出版能够促进中外文化交流,加快国内经济管理专业教学的发展,为中国经济走向世界做出一份贡献。

我们欢迎所有关心中国 MBA 教育的专家学者对我们的工作进行指导,欢迎每一位读者给我们提出宝贵的意见和建议。

北京大学出版社经济与管理图书事业部

2003 年 7 月

关于本书

适用对象

本书适用于 MBA 的电子商务课程或本科生电子商务班级。

内容简介

《电子商务管理:课文和案例》能帮助现在和未来的管理者借助于整合的商务模型、市场和因特网技术更好地了解电子商务过程。对于本科生和研究生水平的电子商务和电子营销课程的教师来说,用这本课文和案例结合的书是一个完美的选择。每个案例研究均为读者提供一个发展电子商务或成功或失败的著名公司的详细分析。

作者简介

萨蒂普·克里希纳默西(Sande Krishnamurthy)教授在华盛顿大学教授电子商务课程。《计算机通讯杂志》、《营销研究杂志》、《服务营销杂志》、《电子商务》周刊和季刊等杂志上都曾发表过他的电子商务学术论文。Digitrends, Allbusiness.com, ClickZ.com, MarketingProfs.com 等网站和《Eastside 商业杂志》上也发表过他为商业出版社写的论文。作为一位知识渊博的电子商务专家,像《华盛顿邮报》、Wired.com 网站、《Direct 杂志》和《计算机营销学杂志》也都采访过他。他一直为世界各地的电子商务公司做咨询工作。

主要特色

本书有很多独特的特征,包括:把电子商务放在一定的环境中。书中提供了关于商业域名上升和下降的远景,分析了商业域名错误的原因,提供了电子商务不同部门的工作成绩鉴定表,讨论了将来面临的挑战。

独特的专题报导:本书不仅讨论了一些在其他书中没被发现的主题(例如,开放资源、在线研究、商业管理、点到点的系统等),而且还深入研究了一些主题(例如,在电子拍卖一章里的技术附录等),并对上下文中相关的理论提出了新想法,讨论了管理的框架。

跨学科研究法:本书依赖许多学科的信息和理论,并且将这些不同的观点融合,创建了一个领域的综合概述。

成功或失败新闻报导:本书在撰写时采用一种平衡的样式,使其提出了新想法的正面和负面。对著名公司进行的详细的实例研究分析(例如,Amazon.com 和 eBay),不是把讨论仅限制在成功的案例上,也包括一些失败的案例(例如,微软公司的 Slate.com 和 Boo.com)。

学习目标:学习目标出现在每章的开头。它强调了学生读完每章时应记住的主要内容。

执行摘要:每章提供一篇执行摘要,总结每章的内容,满足现在繁忙的学生。

电子任务:章末练习指导学生去提供了许多实践学习机会的因特网(例如,在线“拾荒”游戏,一个虚拟市场的练习等)。

讨论问题:每章都有讨论的问题,督促学生利用他们批判性的思维能力展开班级讨论。

多课程的灵活性:从管理的视角来写电子商务,使本书能应用于信息系统、市场和管理等不

同学科。

网址

<http://krishnamurthy.swcollege.com>

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*This book is dedicated to
the grand dames of our family—
Gowramma, Sannamani, Sharada, and Sudhabai—
and to the future—Rishi.*

PREFACE

P

To the Reader

If you are like me, you cannot perform your job or organize your social life effectively without using e-mail and the Web. Our reliance on these technologies and the extent to which we take them for granted are a testament to the impact that the Internet and the Web have on our lives. These technologies have created a better-informed consumer and a manager who is equipped with up-to-the-second information. New communities have emerged and supply chains have been redesigned. In general, the opportunities created due to the unique properties of these technologies allow us to set higher goals for our businesses and to meet them more effectively.

By embarking on this educational journey, you have put yourself in a position to be a leader in tomorrow's organization. This book was not written for the student who is seeking a career in information systems alone; rather, it was written for the leader who wants to galvanize an organization to embrace and fully apply the capabilities of this new technology.

I want to take this opportunity to welcome you to your education on e-commerce. Writing this book has been a lot of fun for me and I sincerely hope that you get a lot out of it. I have tried to be balanced in presenting both the advantages and disadvantages of some of the new ideas. I encourage you to adopt a similar open and critical stance when reading this book. I expect you will especially enjoy the cases in the book.

You are welcome to e-mail me at sandeep@u.washington.edu with your thoughts and comments while you are reading this book or afterward.

To the Instructor

Let me first thank you for choosing this textbook. I have worked hard to create a product that is inspirational and an excellent educational experience for your students. I hope you find that it meets your needs.

This book was written to help managers harness the transformative power of the Internet to meet business objectives effectively. It is intended as a comprehensive resource for such managers.

This textbook is ideal for an introductory or survey e-commerce class in an MBA program or an undergraduate e-commerce class.

This text has many strengths and unique features, including:

- *Placing E-Commerce in the Right Context.* The text provides the proper perspective on the rise and fall of dot-coms. The causes of the dot-com failures are analyzed, report cards on the different sectors of e-commerce are provided, and the challenges of the future are discussed.
- *Unique Topic Coverage.* This text covers unique topics not found in many other books (e.g., Open Source, Online Research, M-Commerce, Peer-to-Peer Systems); some topics are covered in great depth (e.g., Technical Appendix in the E-Auctions chapter). New ideas are approached in the context of respected theories, and managerial frameworks are discussed.
- *Interdisciplinary Approach.* This text relies on information and theories from many disciplines. These different perspectives have been melded to create an integrative overview of the field.
- *Success-Failure Coverage.* Adopting a balanced style of writing, this book presents both the positives and negatives of new ideas. In-depth case studies analyze well-known companies (e.g., Amazon.com and eBay). Rather than limiting the discussion to successes, the text also includes several cases that cover failures (e.g., Microsoft's Slate.com and Boo.com).
- *Learning Objectives.* Learning Objectives appear at the beginning of each chapter and highlight the major goals to keep in mind while reading through each chapter.
- *Executive Summaries.* An Executive Summary is provided for each chapter, which summarizes the chapter content, ideal for today's busy student.
- *E-Tasks.* End-of-chapter exercises direct students to the Internet, offering numerous opportunities for hands-on learning (e.g., an online scavenger hunt and a viral marketing exercise).
- *Discussion Questions.* Discussion questions are provided for each chapter, which push students to utilize their critical thinking skills and lead to great class discussions.
- *Multi-Course Flexibility.* Written with a managerial focus, this book can be utilized in a variety of courses in information systems, marketing, and management.
- *Dedicated Web Site.* The site, <http://krishnamurthy.swcollege.com>, features additional case studies keeping the content fresh and current. *I have committed to updating the Amazon.com, eBay, and NTT DoCoMo cases at least twice a year.*

You are welcome to e-mail me at sandeep@u.washington.edu with your thoughts and comments while you are reading this book or afterward.

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