



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

英文版

弗兰克·罗特尔梅尔 (Frank T. Rothaermel) 著

STRATEGIC MANAGEMENT CONCEPTS & CASES



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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

# PREFACE

The vision for this book is to provide students with core concepts, frameworks, and analysis techniques in strategy that will not only integrate their functional course offerings but also help them to become managers who make better strategic decisions. It is a research-based strategy text for the issues that managers face in a globalized and turbulent 21st century, blending theory, empirical research, and practical applications in a student-accessible form.

The competition in the strategy textbook market can be separated into two overarching categories: traditional strategy textbooks, which are the first-generation books (from the 1980s), and more recent research-based strategy textbooks, which are the second-generation books (from the 1990s). This new textbook aims to be different—a third-generation strategy textbook, positioned to compete successfully with the primary first- and second-generation incumbents. The third-generation approach you will find in this book combines the student accessibility and application-oriented frameworks found in first-generation books with the strategy research in the second-generation books.

In this book, I synthesize and integrate theory, empirical research, and practical applications in a unique combination of rigor and relevance. With a single strong voice, the book weaves together classic and cutting-edge theory with in-chapter cases and strategy highlights, to demonstrate how companies gain and sustain competitive advantage. The strategic intent for the book is to combine quality and value with user-friendliness. The mental model I used throughout the process of writing and developing the project is Apple Inc.'s innovation approach, which tightly integrates different competencies to launch novel, but highly user-friendly products. I view this book, the different options for accompanying cases, and the additional instructor and student resources in much the same way.

In particular, this book is based on the following principles, each of which provides a value-added dimension for instructors or students, or both:

- ***Synthesis and integration of rigorous and relevant strategy material.*** For example, the book includes strategy material that has stood the test of time (such as the resource-based view and Porter's five forces model) as well as up-to-date strategy material and current research (such as the dynamic capabilities perspective and the triple bottom line).

The book also includes *student-accessible coverage* of strategic management research. It draws on articles published in the leading academic journals (for instance, *Strategic Management Journal*, *Academy of Management Journal/Review*, *Organization Science*, *Management Science*, *Journal of Management*, and so on). Although academic theory and empirical research form the foundation of the text, I also have integrated insights from leading practitioner outlets (such as *Harvard Business Review*, *Sloan Management Review*, *California Management Review*) to enhance the application of concepts. To weave in current examples and developments, I draw on *The Wall Street Journal*, *The Economist*, *Bloomberg Businessweek*, *Fortune*, *Forbes*, and others. In sum, theory is brought to life via the embedded examples within each framework and concept.

- ***The comprehensive yet concise presentation of core concepts, frameworks, and techniques.*** Although comprehensive, the book does not include every single idea ever introduced to the strategy field. Many students don't read the assigned readings in their strategy textbooks because the books contain too much information, presented in a disjointed fashion. Many strategy books read more like a literature review, without addressing *what* the research findings mean and *why* they are important for managers. This jumble prevents students from seeing the bigger strategic picture: They may see

the trees, but they fail to see the forest. In contrast, this textbook will be an *enjoyable read* for students—clear, concise, and filled with examples from companies today’s students know—while at the same time providing the content and value-add that instructors expect. *It’s one book with one voice!*

- **Combination of traditional and contemporary chapters.** As a review of the chapter-contents listing will demonstrate (see the contents listing on pages xxxix–xlv), the book includes the traditional chapters needed in the core strategy course. In addition, it includes three contemporary *standalone chapters* that reviewers have identified as providing additional value: Chapter 2 offers an overview of the strategic management process and the importance of vision, mission, and values, before the book addresses the topics of external and internal analysis. Chapter 5 neatly ends the analysis section of the book by providing five approaches to measuring firm performance and assessing competitive advantage. Chapter 7 addresses the important topics of innovation and strategic entrepreneurship as aspects of business strategy. For more information about those chapters, see the discussion in the upcoming “Unique Features and Pedagogy” section.
- **Up-to-date examples and discussion of current topics within a global context.** The book has been written for today’s students to reflect the turbulence and dynamism that they will face as managers. I have drawn on up-to-date examples to illustrate how companies apply strategy concepts in today’s business world. Although this text contains a standalone chapter on *Global Strategy*, examples throughout the book reflect the global nature of competition and the importance of emerging economies such as the BRIC countries. Additionally, a number of the examples relate to sustainable strategy with a focus on “green” products and issues.

I also have drawn topics and examples from recent and current bestsellers, such as *Co-opetition*; *Hypercompetition*; *Innovator’s Dilemma (and Solution)*; *Predictably Irrational*; *The Long Tail*; *Wisdom of the Crowds*; *Built to Last*; *How the Mighty Fall*; *Why Smart Executives Fail*; and *The World Is Flat*, among others. I have included these ideas to expose students to topics that today’s managers talk about. Being conversant with these concepts from business bestsellers will help today’s students interview better and effortlessly join the discourse in the corporate world.

Having spoken to hundreds of students across the world, I want to minimize the frustration they express in seeing the same, out-of-date examples in so many of their (generic and boiler-plate) business-school textbooks.

- **Use of the AFI strategy framework.** The book demonstrates that “less is more” through a focused presentation of the relevant strategy content using *Analysis*, *Formulation*, and *Implementation* as a guiding framework. This model (see Exhibit 1.9 on page 20) integrates process schools of strategy (based on organization theory, psychology, and sociology) with content schools of strategy (based on economics). Process and content can be viewed as the “yin and yang” of strategy. Current strategy textbooks typically favor one or the other but do not integrate them, which leads to an unbalanced and incomplete treatment of strategic management. The AFI strategy strives for beauty through balance, which is lacking in most current strategy texts on the market. The model also emphasizes that gaining and sustaining competitive advantage is accomplished in an iterative and recursive fashion. The framework offers a repository for theoretical strategy knowledge that is well translated for student consumption, and it provides a toolkit for practicing managers.
- **High-quality cases, well integrated with textbook chapters.** We all know that cases are a key ingredient in teaching strategy. My interactions with colleagues, reviewers, and focus group participants in the course of writing and developing this book indicate



varying instructor needs for top-notch, up-to-date cases that are well-integrated with the content presented. Thus, the book offers three types of cases: **ChapterCases**, which begin and end each chapter; an additional 12 **MiniCases** (following Chapter 12), all based on original research; and 30 full-length **Cases**\* (in the *Cases and Concepts* version of the book or available through McGraw-Hill's custom-publishing *Create*<sup>TM</sup> program).

The ChapterCases frame the chapter topic and content. The MiniCases provide a decision scenario that a company's manager might face, and they offer dynamic opportunities to apply strategy concepts in one or two class sessions. The full-length Cases, with more complex story lines, can be used for longer, more in-depth class discussion and case analysis and for bigger course projects (for example, term case papers). All cases come with a set of questions to stimulate class discussion or provide guidance for written assignments. The instructor resources offer sample answers that apply chapter content to the cases. For more description of each type of case, see the upcoming "Unique Features and Pedagogy" section.

Several of the leading strategy textbooks outsource their cases (and other supporting materials) to third parties without much, if any, quality control or integration with the concepts presented in the text. I have taken pride in authoring *all* of the ChapterCases and MiniCases, and in authoring or co-authoring half of the full-length Cases. This additional touch not only allows quality control but also ensures that chapter content and cases use one voice and are closely interconnected. In addition, I have maintained strict quality control for both Cases and Case Teaching Notes.

- **Direct applications of strategy to students' careers and lives.** The examples in the book discuss products and services from companies with which students are familiar. Use of such examples aids in making strategy relevant to students' lives and helps them internalize strategy concepts and frameworks.

In addition, at the end of each chapter's homework materials is an innovative text feature, titled *myStrategy*, which personalizes strategy concepts through direct application of the chapter topic to students' lives. For example, questions asked in these sections include: *What is your positioning strategy in the job market? How will you differentiate yourself, and at what cost?* and *How much is an MBA worth to you?* These and similar questions are intended to help students think through strategic issues related to their budding careers.

## UNIQUE FEATURES AND PEDAGOGY

As mentioned, the book contains three standalone chapters that set it apart from the competition. While some competitors may highlight one or the other topic, none has these three standalone chapters:

- **Chapter 2, *The Strategic Management Process***—This chapter allows for a thorough discussion of the strategic management process, including the role of vision, mission, and values; strategic intent; customer versus product-oriented missions; the combination of intended and emergent strategies; and the importance of long-term success in anchoring a firm in ethical values.
- **Chapter 5, *Competitive Advantage and Firm Performance***—This chapter looks at three traditional approaches to measure performance: economic value creation, accounting profitability, and shareholder value creation. It also looks at two holistic approaches: the balanced scorecard and the triple bottom line. Each of the five approaches is linked to a separate learning objective, enabling instructors to easily cover as many of the approaches as desired for their course and its goals. As the concluding chapter in Part 1,

\* 限于篇幅，本书只保留了其中的5个案例。——出版者注



this chapter helps anchor the analysis content and prepares students with tools for the formulation chapters that follow.

- **Chapter 7, *Business Strategy: Innovation and Strategic Entrepreneurship***—Driven by Schumpeter’s “perennial gale of creative destruction,” competition seems more heated than ever, with innovation playing a key role in gaining and sustaining competitive advantage. This chapter addresses various aspects of innovation, beginning with the industry life cycle and the modes of competition, and business-level strategies at various stages in the life cycle. Using tools and concepts of strategic management, it explores four types of innovation, as well as the Internet as a disruptive force, paradigm changes, and hypercompetition. This chapter especially will engage students and provide much food for thought in their jobs and careers.

## ChapterCases

Each chapter opens with a short case highlighting a strategic issue that a well-known company faced and relates that company to a concept to be taught in the chapter:

- The Premature Death of a Google Forerunner at Microsoft (Chapter 1)
- Teach For America: Inspiring Future Leaders (Chapter 2)
- Build Your Dreams (BYD) to Sidestep Entry Barriers (Chapter 3)
- From Good to Great to Gone: The Rise and Fall of Circuit City (Chapter 4)
- Assessing Competitive Advantage: Google vs. Microsoft (Chapter 5)
- Trimming Fat at Whole Foods Market (Chapter 6)
- From Encyclopedia Britannica to Encarta to Wikipedia (Chapter 7)
- Refocusing GE: A Future of Clean-Tech and Health Care? (Chapter 8)
- Facebook: From Dorm Room to Dominant Social Network (Chapter 9)
- Hollywood Goes Global (Chapter 10)
- Zappos: An Organization Designed to Deliver Happiness (Chapter 11)
- HP’s CEO Mark Hurd Resigns amid Ethics Scandal (Chapter 12)

The end of each chapter returns to the ChapterCase. Here, we ask students to reconsider the case, applying concepts and information presented in the chapter, along with additional information about the focus company. Questions in the “*Consider This . . .*” section serve as good jumping-off points for class discussion.



## Gaining & Sustaining Competitive Advantage Critical Analyses

Each chapter contains a section that puts one specific theory or concept “under the magnifying glass.” The purpose is to critically evaluate if and how the theory or concept is linked to competitive advantage, the overarching goal in strategic management. In these sections, marked with a magnifying glass icon, we combine strategic management research with real-world observations. The list:

- Stakeholders (Chapter 1)
- Mission Statements and Competitive Advantage (Chapter 2)
- Five Forces in Airlines vs. Soft Drinks (Chapter 3)
- How to Protect a Competitive Advantage (Chapter 4)
- Assessing Competitive Advantage: Google vs. Microsoft, Continued (Chapter 5)
- The Dynamics of Competitive Positioning (Chapter 6)
- Hypercompetition (Chapter 7)

- Corporate Diversification (Chapter 8)
- Mergers and Acquisitions (Chapter 9)
- Regional Clusters (Chapter 10)
- Organizational Culture and Competitive Advantage (Chapter 11)
- Corporate Social Responsibility (Chapter 12)

## Strategy Highlight Boxes

Every chapter contains between one and four *Strategy Highlight* boxes. These in-chapter examples apply a specific concept to a specific company. They are right-sized for maximum student appeal—long enough to contain valuable insights, and short enough to encourage student reading. Examples:

- Threadless: Leveraging Crowdsourcing to Design Cool T-Shirts (Chapter 1)
- Starbucks's CEO: "It's Not What We Do!" (Chapter 2)
- UBS Relents to Pressure by U.S. Government (Chapter 3)
- How Nintendo Focused on the Casual Gamer (Chapter 4)
- Interface: The World's First Sustainable Company (Chapter 5)
- Ryanair: Lower Cost than the Low-Cost Leader! (Chapter 6)
- GE's Reverse Innovation: Disrupt Yourself! (Chapter 7)
- ExxonMobil Diversifies into Natural Gas (Chapter 8)
- Pixar and Disney: From Alliance to Acquisition (Chapter 9)
- Does GM's Future Lie in China? (Chapter 10)
- *USA Today*: Leveraging Ambidextrous Organizational Design (Chapter 11)
- GE's Board of Directors (Chapter 12)

## myStrategy Applications

Near the end of the chapter, immediately before the chapter endnotes, is a feature titled *myStrategy*, which applies strategy concepts from the chapter to students' lives. You may choose to make this feature a regular part of the course, or you may prefer to let students explore these items outside of the regular coursework. In whatever way they are used, the *myStrategy* features demonstrate opportunities to personalize strategy as students plan or enhance careers following completion of the strategy course and their degrees. Examples:

- How to Position Yourself for Career Advantage (Chapter 1)
- How Much Are Your Values Worth to You? (Chapter 2)
- Is My Job the Next One Being Outsourced? (Chapter 3)
- Looking Inside Yourself: What Is My Competitive Advantage? (Chapter 4)
- How Much Is an MBA Worth to You? (Chapter 5)
- Different Value and Cost Drivers—What Determines *Your* Buying Decisions? (Chapter 6)
- Do You Want to Be an Entrepreneur? (Chapter 7)
- How Diversified Are You? (Chapter 8)
- What Is Your Network Strategy? (Chapter 9)
- Should There Be More H1-B Visas? (Chapter 10)
- For What Type of Organization Are *You* Best-Suited? (Chapter 11)
- Are You Part of Gen-Y, or Will You Manage Gen-Y Workers? (Chapter 12)

## MiniCases

Following the book's final chapter are an additional 12 original MiniCases; most are one or two pages in length. With suggested links to related chapters, the MiniCases include a handful of attached discussion questions (with suggested responses available to instructors in the online instructor's resources). These MiniCases are short enough to be assigned as add-ons to chapters, either as individual assignments or as group work, or to be used for class discussion. They are:

- Michael Phelps: Strategizing for Gold (MiniCase 1)
- Strategy and Serendipity: A Billion-Dollar Bonanza (MiniCase 2)
- Home Depot's Eco Options Boost Profit Margins (MiniCase 3)
- Starbucks: Re-creating Its Uniqueness (MiniCase 4)
- GE under Jack Welch vs. Jeffrey Immelt (MiniCase 5)
- JetBlue: Losing the Magic Touch? (MiniCase 6)
- Which Automotive Technology Will Win? (MiniCase 7)
- Core Competencies From Circuit City to CarMax (MiniCase 8)
- P&G's New Corporate Strategy: "Connect+Develop" (MiniCase 9)
- The Wonder from Sweden: Is IKEA's Success Sustainable? (MiniCase 10)
- Sony's Silos Prevent Collaboration Across Divisions (MiniCase 11)
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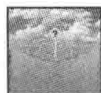
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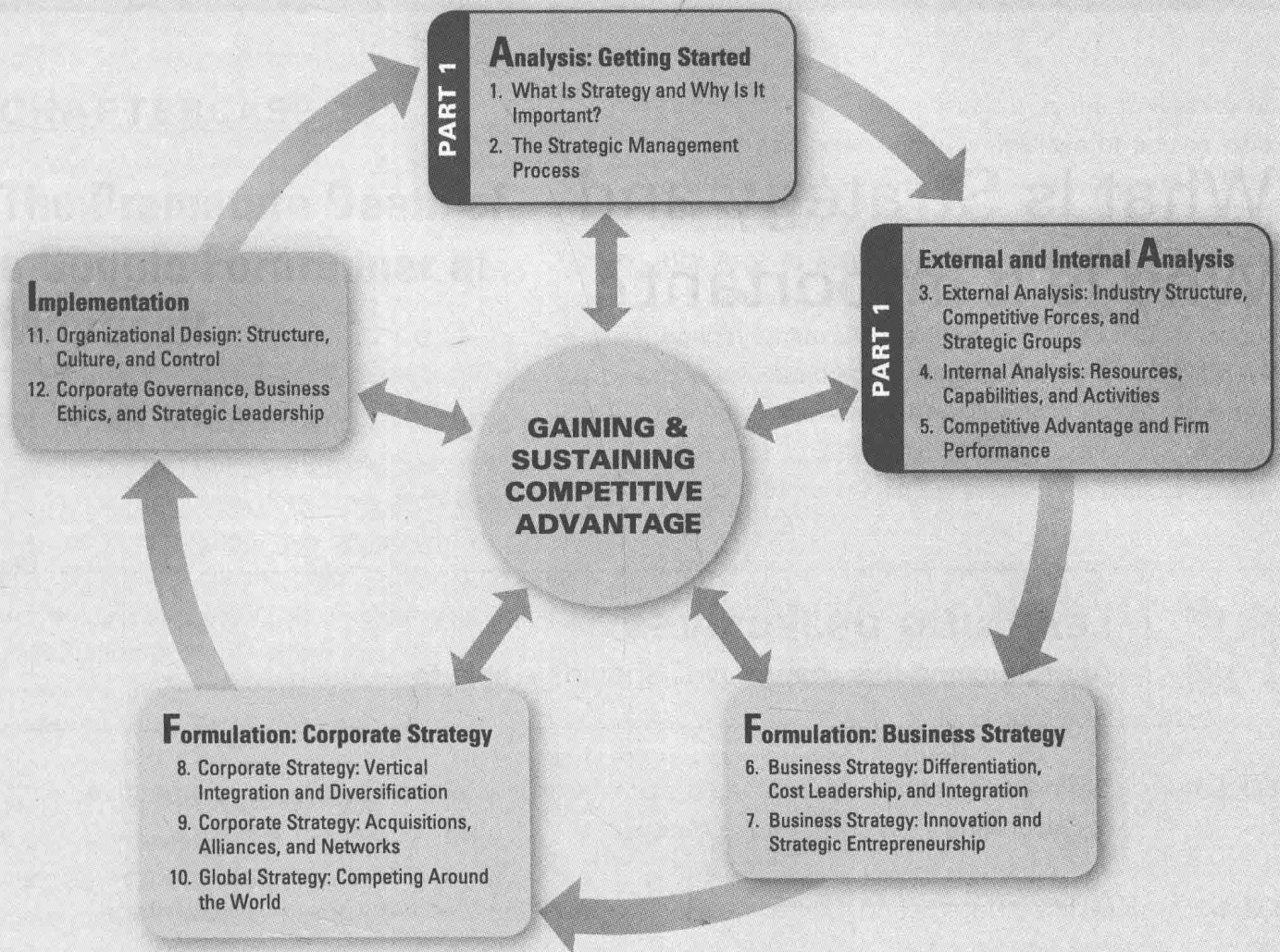
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