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Strategic Management

Competitiveness and Globalization
(Concepts)

Seventh Edition

战略管理

竞争与全球化 (概念)

第7版
(英文版)



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战略管理

竞争与全球化 (概念)

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(英文版)

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Strategic Management: Competitiveness and Globalization(Concepts), 7e

Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson

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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的前沿动态，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，基本上是已再版多次、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。

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我们期望这套影印书的出版对我国经济科学的发展能有所帮助，对我国经济管理专业的教学能有所促进。

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To all of my current and former students. I am blessed to have the opportunity to teach and learn from you; there is a little piece of each of you in this book.

—Michael A. Hitt

To Jackson Blair Funkhouser, my wonderful new grandson. My hopes for you are that you will always smile, that you will open your heart to those who love you, that you will keep the fire burning, and that you will never forget to dream, baby, dream. I love you, Jackson.

—R. Duane Ireland

To my dear wife, Kathy, who has been my greatest friend and support through life, and I hope will remain so into the eternities.

—Robert E. Hoskisson

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 7th 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 are challenged and invigorated by the goal of establishing a new standard 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 strategic management content presented is highly current and relevant for organizations. In addition, we continuously read articles appearing in many different business publications (e.g., *Wall Street Journal*, *Business Week*, *Fortune*, *Barron's*, and *Fast Company*, to name just a few) to identify valuable examples of how actual companies use the strategic management process. Many of the hundreds of companies we discuss in the book will be quite familiar to you, but some new and different companies are also included. In particular, we use examples of companies from across the world to demonstrate how globalized business has become in the 21st century. To maximize your opportunities to learn as you read and think about how actual companies are using the relevant strategic management tools, techniques, and concepts (based in the most current research), we emphasize a lively and user-friendly writing style.

There are several *characteristics* of this 7th edition of our book that are intended to enhance your learning opportunities:

- 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 (or classical) 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 most firms operate and try to outperform their competitors. Our book also presents you with many examples of how firms use the strategic management tools, techniques, and concepts developed by leading researchers. Indeed, this book is strongly application oriented and presents readers with more examples and applications of strategic management concepts, techniques, and tools than all other strategic management texts. In this edition, for example, we examine more than 600 companies to describe the use of strategic management tools, techniques, or concepts. 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 is available in this text.
- We carefully *integrate* two of the most popular and well-known theoretical concepts in the strategic management field: industrial-organization economics and the resource-based view of the firm. Other texts emphasize usually one of these two theories (at the cost of explaining the other one to describe strategic management). However, such an approach is incomplete; research and practical experience indicate that both theories play a major role in understanding the linkage between strategic management and organizational success. No other book integrates these two theoretical perspectives effectively to explain the strategic management process and its application in all types of organizations.
- We use the ideas of prominent scholars (e.g., Richard Bettis, Alfred Chandler, Kathy Eisenhardt, Sumantra Ghoshal, Don Hambrick, Gary Hamel, Rosabeth Kanter, Rita McGrath, Michael Porter, C. K. Prahalad, Richard Rumelt, Ken Smith, David Teece, Oliver Williamson, and numerous others) to shape the discussion of *what* strategic management is. We describe the practices of prominent executives and practitioners (e.g., Carlos Gutierrez, Reed Hastings, Jeffrey Immelt, Steven Jobs,

Herb Kelleher, Anne Mulcahy, Meg Whitman, and many others) to help us describe *how* strategic management is used in many different types of organizations.

- We (authors of this book) are also active scholars. We conduct research on different 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 other scholars.

In addition to our book's *characteristics*, as listed above, there are some specific *features* of this 7th edition that we want 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. In addition, new company-specific examples are included in each chapter. Through all of these venues, we present readers 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 to increase their ability to compete and achieve higher performance.
- **An Exceptional Balance** between current research and applications of it in actual (and mostly widely recognized) organizations. The content has not only the best research documentation but also the largest amount of effective firm examples to help active learners understand the different types of strategies that organizations use to achieve their vision and mission.
- **All New Cases** with an effective mix of organizations headquartered or based in the United States and a number of other countries. Many of the cases have enhanced financial analyses as part of the Case Notes 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 effectively deal with critical concerns.
- **Enhanced Experiential Exercises** to support individuals' efforts to understand how strategic management is used in all types of organizations.
- **Lively, Concise Writing Style** to hold readers' attention and to increase their interest in strategic management.
- **Continuing, Updated Coverage** of vital strategic management topics such as competitive rivalry and dynamics, strategic alliances, mergers and acquisitions, international strategies, corporate governance, and ethics. Also, we continue to be the only book in the market with a separate chapter devoted to strategic entrepreneurship.
- **Full four-color** format to enhance readability by attracting and maintaining readers' interests.

To maintain current and up-to-date content, several new concepts are explored in the 7th edition. New content is provided in Chapter 2 on the concept of complementors. Complementors are a network of companies that sell goods or services that "complement" the focal firm's own good or service. For example, a range of complements is necessary to sell automobiles, including financial services to arrange credit, luxury options including stereo equipment, extended warranties, etc. These complementary products often facilitate a focal firm's ability to sell its products to the consumer.

In Chapter 7, we emphasize how cross-border acquisitions are used to implement firms' strategies and influence their performance. Examples include the Lenovo Group's acquisition of the PC assets of IBM and CNOOC's failed acquisition of Unocal Corporation. Both Lenovo and CNOOC are Chinese companies. We also emphasize the restructuring of large diversified business groups such as the Tata Group in India.

One of the interesting ideas newly introduced in Chapter 8 dealing with international strategy is the effect that recent changes in intellectual property right laws have in both India and China. Multinational firms based in other countries have called for stronger laws to protect their intellectual property in those countries. Interestingly,

many of India and China's companies are beginning to emphasize innovation instead of imitating other multinationals' products; therefore, these companies welcome stronger patent protections for intellectual property that they develop.

In Chapter 10, we examine the current impact on firms of the Sarbanes-Oxley (SOX) Act enacted by the U.S. Congress. Although the legal changes were strongly desired by the market, they have increased the intensity of corporate governance mechanisms and have been costly to firms while simultaneously making the strategic management process more risk averse and conservative.

New structures used by transnational firms are described in Chapter 11. Two alternative structures are illustrated as we discover new ways that firms are implementing this emerging strategy to compete globally. The new strategy and structure combinations are illustrated in changes at Unilever Corporation, exemplifying the evolution in structural design.

In Chapter 12, "Strategic Leadership," the discussion of managing the firm's resource portfolio has been further enriched with particular focus on the development and use of human capital and social capital.

Supplements

INSTRUCTORS

IRCD (0-324-36044-4) Key ancillaries (Instructor's Resource Manual, Instructor's Case Notes, Test Bank, ExamView, PowerPoint® and Case Analysis Questions Using Business & Company Resource Center) are provided on CD-ROM, giving instructors the ultimate tool for customizing lectures and presentations.

Instructor Case Notes (0-324-36045-2) Prepared by six exceptional case note writers: R. Apana, University of Cincinnati; Charles Byles, Virginia Commonwealth University; Joyce Claterbos, University of Kansas; Tammy Ferguson, University of Louisiana, Lafayette; Marta White, Georgia State University; and Paul Mallette, Colorado State University. All new case notes provide details about the 30 cases found in the second part of the main text. The case notes writers provide consistent and thorough support for instructors, following the method espoused by the author team for preparing an effective case analysis. The case notes for the 7th edition have been written in great detail and include questions and answers throughout along with industry and company background and resolutions wherever possible. Financial analyses of the cases are provided on our product support website for both students and instructors.

Instructor's Resource Manual (0-324-36043-6) Prepared by Leslie E. Palich, Baylor University. The Instructor's Resource Manual, organized around each chapter's knowledge objectives, includes ideas about how to approach each chapter and how to reinforce essential principles with extra examples. The support product includes lecture outlines, detailed answers to end-of-chapter review questions, instructions for using each chapter's experiential exercises, and additional assignments.

Certified Test Bank (0-324-36041-X) Prepared by Janelle Dozier and verified for accuracy by Aryn Rehman Dhamani. 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. With this edition, we introduce the concept of certification, whereby another qualified academic has proofread and verified the accuracy of the test bank questions and answers. The test bank material is also available in computerized ExamView™ format for creating custom tests in both Windows and Macintosh formats.

ExamView™ (0-324-36038-X) Computerized testing software contains all of the questions in the certified printed test bank. This program is an easy-to-use test creation software 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).

Transparency Acetates (0-324-36040-1) Key figures from the main text have been re-created as colorful and attractive overhead transparencies for classroom use.

PowerPoint (available on the IRCD: 0-324-36043-6) Prepared by Charlie Cook, University of West Alabama. An all-new PowerPoint presentation, created for the 7th edition, provides support for lectures emphasizing key concepts, key terms, and instructive graphics. Slides can also be used by students as an aid to note-taking.

WebTutor™ WebTutor is used by an entire class under the direction of the instructor and is particularly convenient for distance learning courses. It provides Web-based learning resources to students as well as powerful communication and other course management tools, including course calendar, chat, and e-mail for instructors. WebTutor is available on WebCT (0-324-43110-4) and Blackboard (0-324-43111-2). See <http://webtutor.thomsonlearning.com> for more information.

Product Support Website (<http://hitt.swlearning.com>) Our product support website contains all ancillary products for instructors as well as the financial analysis exercises for both students and instructors.

JoinIn™ on TurningPoint® Transform any lecture into a truly interactive student experience with JoinIn. Combined with your choice of several leading keypad systems, JoinIn turns your ordinary PowerPoint® application into powerful audience response software. With just a click on a handheld device, your students can respond to multiple-choice questions, short polls, interactive exercises, and peer review questions. You can take attendance, check student comprehension of difficult concepts, collect student demographics to better assess student needs, and even administer quizzes without collecting papers or grading. In addition, we provide interactive text-specific slide sets that you can modify and merge with any existing PowerPoint lecture slides for a seamless classroom presentation. This interactive tool is available to qualified college and university adopters. For more information, contact your Thomson representative or visit <http://turningpoint.thomsonlearningconnections.com>.

The Business & Company Resource Center (BCRC) Put a complete business library at your students' fingertips! This premier online business research tool allows you and your students to search thousands of periodicals, journals, references, financial information, industry reports, and more. This powerful research tool saves time for students—whether they are preparing for a presentation or writing a reaction paper. You can use the BCRC to quickly and easily assign readings or research projects. Visit <http://bcr.c.swlearning.com> to learn more about this power tool. For this text in particular, BCRC will be especially useful in further researching the companies featured in the text's 30 cases. Finally, we have incorporated data from BCRC into the exercises for financial analysis to facilitate students' research and help them focus their attention on honing their skills in financial analysis (see Web site).

Resource Integration Guide When you start with a new—or even familiar—text, the amount of supplemental material can seem overwhelming. Identifying each element

of a supplement package and piecing together the parts that fit your particular needs can be time-consuming. After all, you may use only a small fraction of the resources available to help you plan, deliver, and evaluate your class. We have created a resource guide to help you and your students extract the full value from the text and its wide range of exceptional supplements. This resource guide is available on the product support Web site. The RIG organizes the book's resources and provides planning suggestions to help you conduct your class, create assignments, and evaluate your students' mastery of the subject. Whatever your teaching style or circumstance, there are planning suggestions to meet your needs. The broad range of techniques provided in the guide helps you increase your repertoire as a teaching expert and enrich your students' learning and understanding. We hope this map and its suggestions enable you to discover new and exciting ways to teach your course.

STUDENTS

Financial analyses of some of the cases are provided on our product support website for both students and instructors. Researching financial data, company data, and industry data is made easy through the use of our proprietary database, the Business & Company Resource Center. Students are sent to this database to quickly gather data needed for financial analysis.

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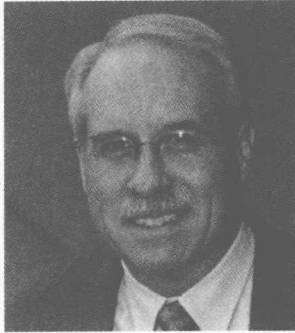
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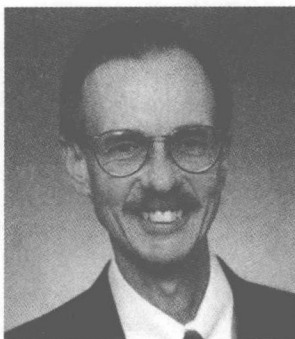


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Some of his books are: *Downscoping: How to Tame the Diversified Firm* (Oxford University Press, 1994); *Mergers and Acquisitions: A Guide to Creating Value for Stakeholders* (Oxford University Press, 2001); *Competing for Advantage* (South-Western College Publishing, 2004); and *Understanding Business Strategy* (South-Western College Publishing, 2006). He is coeditor of several recent books: *Managing Strategically in an Interconnected World* (1998); *New Managerial Mindsets: Organizational Transformation and Strategy Implementation* (1998); *Dynamic Strategic Resources: Development, Diffusion and Integration* (1999); *Winning Strategies in a Deconstructing World* (John Wiley & Sons, 2000); *Handbook of Strategic Management* (2001); *Strategic Entrepreneurship: Creating a New Integrated Mindset* (2002); *Creating Value: Winners in the New Business Environment* (Blackwell Publishers, 2002); *Managing Knowledge for Sustained Competitive Advantage* (Jossey Bass, 2003); and *Great Minds in Management: The Process of Theory Development* (Oxford University Press, 2005). He has served on the editorial review boards of multiple journals, including the *Academy of Management Journal*, *Academy of Management Executive*, *Journal of Applied Psychology*, *Journal of Management*, *Journal of World Business*, and *Journal of Applied Behavioral Sciences*. Furthermore, he has served as Consulting Editor and Editor of the *Academy of Management Journal*. He is President-Elect of the Strategic Management Society and is a Past President of the Academy of Management.

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Journal, among others. Currently, he is an associate editor for *Academy of Management Journal*. He has coedited special issues of *Academy of Management Review*, *Academy of Management Executive*, *Journal of Business Venturing*, *Strategic Management Journal*, and *Journal of High Technology and Engineering Management*. He received awards for the best article published in *Academy of Management Executive* (1999) and *Academy of Management Journal* (2000). In 2001, his coauthored article published in *Academy of Management Executive* won the Best Journal Article in Corporate Entrepreneurship Award from the U.S. Association for Small Business & Entrepreneurship (USASBE). He is a Fellow of the Academy of Management. He recently completed a three-year term as a Representative-at-Large member of the Academy of Management's Board of Governors. He is a Research Fellow in the National Entrepreneurship Consortium. He received the 1999 Award for Outstanding Intellectual Contributions to Competitiveness Research from the American Society for Competitiveness and the USASBE Scholar in Corporate Entrepreneurship Award (2004) from USASBE.

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PART

1

STRATEGIC MANAGEMENT INPUTS

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