

国际贸易与管理双语教学教材系列

RICHARD M. HODGETTS
FRED LUTHANS
JONATHAN P. DOH

第 6 版

International Strategic Management

Sixth Edition

国际战略管理

理查德·霍杰茨

【美】弗雷德·卢森斯 著

乔纳森·多

INTERNATIONAL STRATEGIC MANAGEMENT

国际战略管理

(第6版)

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【美】弗雷德·卢森斯 著

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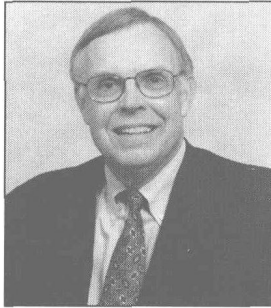
内 容 提 要

本书描述了在全球化过程中,跨国公司(MNC)如何进行战略规划,战略管理与控制,以及对进入不同国家,选择不同的发展策略及组织结构。书中介绍了MNC如何通过与东道国企业联盟来规避各国政治风险,并给出了跨国管理控制技术。本书以丰富的案例及图表对国际战略管理作了详实的论述。全书共分五章:全球化;战略规划与执行;进入策略与组织结构;政治风险、政府关系与联盟;管理决策与控制。

本书适用于MBA学生、企业管理者、战略管理研究者及对国际战略管理感兴趣的读者。

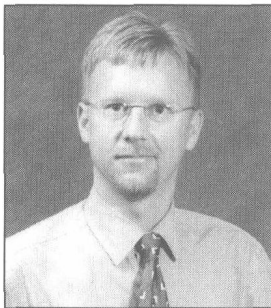
About the Authors

作者简介



FRED LUTHANS is the George Holmes Distinguished Professor of Management at the University of Nebraska–Lincoln. He is also a senior research scientist with Gallup Inc. He received his BA, MBA, and PhD from the University of Iowa, where he received the Distinguished Alumni Award in 2002. While serving as an officer in the U.S. Army from 1965–1967, he taught leadership at the U.S. Military Academy at West Point. He has been a visiting scholar at a number of colleges and universities and has lectured in most European and Pacific Rim countries. He has taught international management as a visiting faculty member at the universities of Bangkok, Hawaii, Henley in England, Norwegian Management School, Monash in Australia, Macau, Chemnitz in the former East Germany, and Tirana in Albania. A past president of the Academy of Management, in 1997 he received the Academy's Distinguished Educator Award. In 2000 he became an inaugural member of the Academy's Hall of Fame for being one of the "Top Five" all-time published authors in the prestigious Academy journals. Currently, he is co-editor-in-chief of the *Journal of World Business*, editor of *Organizational Dynamics*, co-editor of *Journal of Leadership and Organization Studies*, and the author of numerous books. His book *Organizational Behavior* (Irwin/McGraw-Hill) is now in its 10th edition. He is one of very few management scholars who is a Fellow of the Academy of Management, the Decision Sciences Institute, and the Pan Pacific Business Association, and he has been a member of the Executive Committee for the Pan Pacific Conference since its beginning 20 years ago. This committee helps to organize the annual meeting held in Pacific Rim countries. He has been involved with some of the first empirical studies on motivation and behavioral management techniques and the analysis of managerial activities in Russia; these articles have been published in the *Academy of Management Journal*, *Journal of International Business Studies*, *Journal of World Business*, and *European Management Journal*. Since the very beginning of the transition to a market economy in

Eastern Europe, he has been actively involved in management education programs sponsored by the U.S. Agency for International Development in Albania and Macedonia, and in U.S. Information Agency programs involving the Central Asian countries of Kazakhstan, Kyrgyzstan, and Tajikistan. Professor Luthans's most recent international research involves the relationship between psychological variables and attitudes and performance of managers and entrepreneurs across cultures. He is applying his positive approach to organization behavior (POB) and authentic leadership to effective global management.



JONATHAN P. DOH is Assistant Professor of Management in the College of Commerce and Finance at Villanova University, where he serves as founding Director of the Center for Responsible Leadership and Governance. He holds a PhD in strategic and international management from George Washington University, an MA from the Rockefeller College of Public Affairs and Policy at SUNY–Albany, and a BA from SUNY–Plattsburgh, where he was a 2002/2003 distinguished visiting alumnus. A Senior Associate at the Center for Strategic and International Studies in Washington, D.C., Doh also serves on the Executive Faculty of the Graduate School of Business Administration, Zurich, Switzerland. In 2003, he was a visiting professor at the University of Auckland, New Zealand. Previously, he was on the faculty of American University and Georgetown University, where he taught international business and global strategy. From 1990 to 1995, he served as an international economist and senior trade official with the U.S. Department of Commerce. He was Director for Trade Policy in the Office of Canada during implementation of the U.S.–Canada Free Trade Agreement, and Director of the NAFTA Affairs Division during

approval and implementation of NAFTA. He is a frequent speaker to business and foreign affairs groups and has participated in lecture tours sponsored by the U.S. State Department and U.S. Information Agency in Germany, Mexico, Hong Kong, and Canada. His research and teaching interests include international corporate strategy, international business–government relations, the telecommunications and electric power industries, and global corporate citizenship and social responsibility. Recent articles appear in the leading international business (IB) journals (*Journal of International Business Studies*, *Management International Review*, *Journal of World Business*), in the journals of the Academy of Management (*Academy of Management Review*, *Academy of Management Executive*, *Academy of Management Learning and Education*, *Academy of Management Best Paper Proceedings*), as well as in numerous other management and IB journals, including *California Management Review*, *International Business Review*, *Journal of Management Studies*, *Journal of Business Ethics*, and *Long Range Planning*. His volume *Globalization and NGOs: Transforming Business, Governments, and Society*, co-edited with Hildy Teegen, was published by Praeger in 2003. The *Handbook on Responsible Leadership and Governance in Global Business*, co-edited with Stephen Stumpf, will be published by Edward Elgar in 2005. He serves on the editorial boards of the *Academy of Management Learning and Education*, the *Journal of International Business Studies*, the *Journal of Management Studies*, and the *Journal of Leadership and Organizational Studies*. In addition to his teaching and research, Doh has served as a consultant to Motorola Corporation, to Asea Brown Boveri, and to the Government of Thailand, and he has conducted executive management courses for public and private organizations, including Deutsche Bank Asia. He has been a consulting adviser to the Global Energy Group of Deloitte Touche Tohmatsu International.

Preface

The environment for international strategic management has taken some unprecedented twists and turns over the past few years. The global reverberations from 9/11, the preemptive war in Iraq, increasing criticism of “exporting jobs” and “rightsizing” to meet global competition, to name but a few, present a challenging set of circumstances for current and aspiring international managers. While globalization and economic integration continue unabated, growing pressures regarding the distribution of the benefits of economic development have raised serious questions about the responsibilities of countries and corporations to the global “common good.” At the same time, corporate scandals in the United States, Europe, Japan, and many developing countries have raised awareness of the importance of well-functioning governance systems and broader regulatory oversight of management practices at home and abroad.

This book, we have taken care to retain the effective foundation gained from research and practice over the past decades. At the same time, we have fully incorporated important new and emerging developments that have changed what international managers are currently facing and likely to face in the coming years. Of special importance is that students of international management understand what will be expected of them from the range of stakeholders with whom they interact.

We enthusiastically welcome a new author to the team, Jonathan Doh from Villanova University. An active researcher, teacher, consultant, and practitioner, Jonathan brings considerable experience, energy, and passion in the areas of international strategy, emerging markets and institutions, corporate social responsibility, and a deep understanding of globalization and its implications for international management (see more on Jonathan in “About the Authors”).

Particularly, we have incorporated important new content in the areas of globalization/antiglobalization, global corporate responsibility, strategy for emerging markets, international entrepreneurship and new ventures, offshoring and outsourcing, managing alliances and joint ventures, and other important developments in the international management field. This new content is not just from popular periodicals; we've incorporated the latest research on international strategic management, including research

on the rise of emerging markets and international new ventures.

Another exciting dimension is the addition of all new chapter-opening articles from BusinessWeek. These are very recent, relevant, short news stories to grab readers' interest and attention. A transition paragraph leads readers into the chapter topic. At the end of each chapter, there is a pedagogical feature titled "The World of BusinessWeek-Revisited." Here we pose several discussion questions based on the opening news article. Answering them requires readers to draw from the chapter material. Suggested answers to these discussion questions appear in the Instructor's Manual, where we also provide some multiple choice and true-false questions that draw directly from the story for instructors who want to include this material in their tests.

Another end-of-chapter feature is the "Internet Exercise." The purpose of each exercise is to encourage students to use the Internet to find information from the Web sites of prominent MNCs to answer relevant questions about the chapter topic. An end-of-book feature is a series of skill-building and experiential exercises for aspiring international managers. These in-class exercises represent the various parts of the text (culture, strategy, and behavior) and provide hands-on experience.

The use of cases is featured. The two short end-of-chapter cases have been updated. These cases--"In the International Spotlight" and "You Be the International Management Consultant"- can be read and discussed in class. "Integrative Cases" positioned at the end of each part provide opportunities for reading and analysis outside of class. Review questions provided for each case are intended to facilitate lively and productive written analysis or in-class discussion. Our "Brief Integrated Cases" typically explore a specific situation or challenge facing an individual or team. Our longer and more detailed "In-Depth Integrated Cases" provide a broader discussion of the challenges facing a company. Accompanying each in-depth case is a short exercise that can be used in class to reinforce both the substantive topic and students' skills in negotiation, presentation, and analysis.

We would like to acknowledge those who have helped to make this book a reality. Special thanks go to our growing number of colleagues throughout the world who have given us many ideas and inspired us to think internationally. Closer to home, Luthans would like to give special recognition to two international management scholars. First is Henry H. Albers, former Chair of the Management Department at the University of Nebraska and former Dean at the University of Petroleum and Minerals, Saudi Arabia, to whom previous editions of this book were dedicated. He had a significant influence on my early career and stimulated me to research and write in the field of management and, most importantly, to think globally. More recently, I would like to acknowledge the influence of Sang M. Lee, currently Chair of the Management Department at Nebraska and President

of the Pan Pacific Business Association. He is a true “Global-Academic,” and I appreciate his stimulation, advice, and support. Also, for this new edition we would like to thank Erik Holt for his research assistance and Lawrence Beer for contributing the “Roots of Globalization” insert.

In addition, we would like to acknowledge the help that we received from the many reviewers from around the globe, whose feedback guided us in preparing the sixth edition of the text. These include Alan N. Miller, University of Nevada, Las Vegas; Lawrence A. Beer, Arizona State University; Lauryn Migenes, University of Central Florida; Constance Campbell, Georgia Southern University; Timothy Wilkinson, University of Akron; Scott Kenneth Campbell, Georgia College & State University; Janet S. Adams, Kennesaw State University; William Newbury, Rutgers Business School; Dr. Dharma deSilva, Center for International Business Advancement (CIBA); Christine Lentz, Rider University. Our thanks, too, to the reviewers of previous editions of the text: Yohannan T. Abraham, Southwest Missouri State University; Kibok Baik, James Madison University; R. B. Barton, Murray State University; Mauritz Blonder, Hofstra University; Gunther S. Boroschek, University of Massachusetts-Boston; Charles M. Byles, Virginia Commonwealth University; Helen Deresky, SUNY Plattsburgh; Val Finnigan, Leeds Metropolitan University; David M. Flynn, Hofstra University; Robert T. Green, University of Texas at Austin; Jean M. Hanebury, Salisbury State University; Richard C. Hoffman, Salisbury State University; Johan Hough, University of South Africa; Mohd Nazari Ismail, University of Malaya; Robert Kuhne, Hofstra University; Robert C. Maddox, University of Tennessee; Douglas M. McCabe, Georgetown University; Jeanne M. McNett, Assumption College; Ray Montagno, Ball State University; Rebecca J. Morris, University of Nebraska-Omaha; Ernst W. Neuland, University of Pretoria; Yongsun Paik, Loyola Marymount University; Richard B. Peterson, University of Washington; Suzanne J. Peterson, University of Nebraska-Lincoln; Joseph A. Petrick, Wright State University; Richard David Ramsey, Southeastern Louisiana University; Mansour Sharif-Zadeh, California State Polytechnic University, Pomona; Jane H. Stanford, Texas A&M-Kingsville University; Dale V. Steinmann, San Francisco State University; Randall Stross, San Jose State University; George Sutija, Florida International University; David Turnipseed, Georgia Southern College; Katheryn H. Ward, Chicago State University; Aimee Wheaton, Regis College; Marion M. White, James Madison University; Corinne Young, University of Tampa; and Anatoly Zhuplev, Loyola Marymount University.

Finally, thanks to the team at McGraw-Hill who worked on this book: John Biernat, Editorial Director; Ryan Blankenship, Sponsoring Editor; Lindsay Harmon and Allison Clelland, Editorial Assistants; Lisa Nicks, Marketing Manager; Laura Griffin, Project Manager; Gina Hangos, Production Supervisor; Betty Hadala, Media Project Manager;

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Fred Luthans and Jonathan P.Doh

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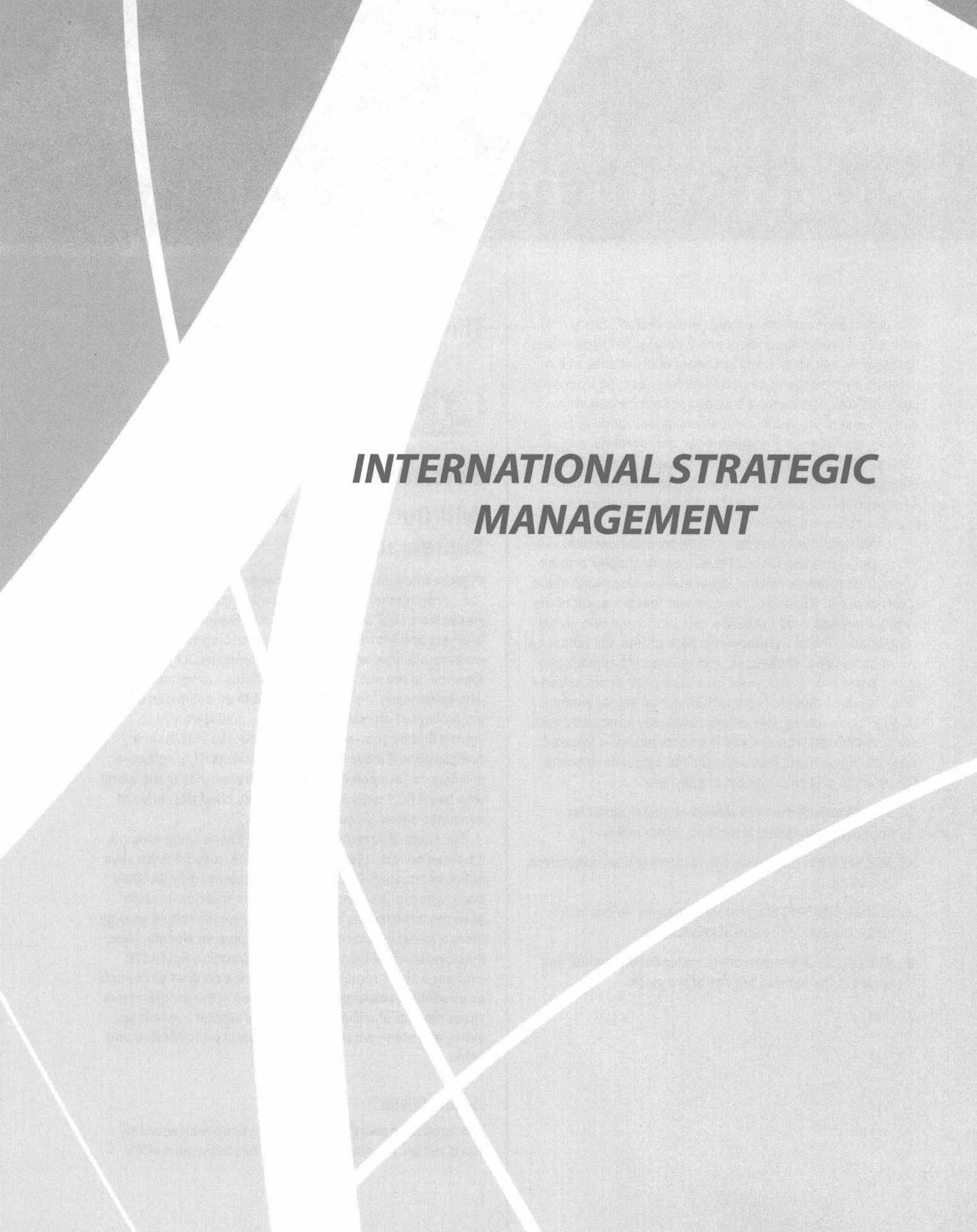
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INTERNATIONAL STRATEGIC MANAGEMENT

GLOBALIZATION AND WORLDWIDE DEVELOPMENTS

The global economy has arrived. In the United States, dramatically increasing numbers of not only large corporations but medium and small firms are going international, and a growing percentage of overall revenue is coming from overseas markets. The same is true throughout Europe, Asia, and the rest of the world. In addition, globalization is presenting challenges for governments, corporations, and communities around the world. As a result, international management, the process of applying management concepts and techniques in a multinational environment, is rapidly gaining importance.

Although there has been considerable historical evolution, the overriding focus of this opening chapter is to examine the process of globalization and developments of the last few years. The end of the cold war and the onset of the Information Age have created a new world and true global competition. These developments both create and influence the opportunities, challenges, and problems that managers in the international arena will face during the years ahead. Since the environment facing international management is so all-encompassing, this chapter is mostly concerned with the economic dimensions and the next chapter is focused more on the political, legal, and technological dimensions. The specific objectives of this chapter are:

1. **ASSESS** the implications of globalization for countries, industries, firms, and communities.
2. **REVIEW** current trends in international investment and trade.
3. **EXAMINE** the present economic status in the major regions of the global community.
4. **ANALYZE** some of the major developments and issues in the various regions of the world.

The World of *BusinessWeek*

BusinessWeek

Software

Will Outsourcing Hurt America's Supremacy?

The once dazzling career prospects for U.S. software programmers are now in doubt. Just look at global giants, from IBM and Electronic Data Systems to Lehman Brothers and Merrill Lynch. They're rushing to hire tech workers offshore while liquidating thousands of jobs in America. In the past three years, offshore programming jobs have nearly tripled, from 27,000 to an estimated 80,000, according to Forrester Research Inc. and Gartner Inc. figures that by year-end, 1 of every 10 jobs in U.S. tech companies will move to emerging markets. U.S. software developers "are competing with everyone else in the world who has a PC," says Robert R. Bishop, chief executive of computer maker Silicon Graphics Inc.

For many of America's 3 million software programmers, it's paradise lost. Just a few years back, they held the keys to the Information Age. Their profession not only lavished many with stock options and six-figure salaries but also gave them the means to start companies that could change the world—the next Microsoft, Netscape, or Google. Now, these veterans of Silicon Valley and Boston's Route 128 exchange heart-rending job-loss stories on Web sites such as yourjobisgoingtoindia.com. Suddenly, the programmers share the fate of millions of industrial workers, in textiles, autos, and steel, whose jobs have marched to Mexico and China.

"Leap of Faith"

This exodus throws the future of America's tech economy into question. For decades, the U.S. has been the world's

The Software Pyramid

Software programming is the iconic job of the Information Age, but not all programmers are created equal. Here's the breakdown of software jobs and their prospects:

1 ARCHITECTS A few thousand tech visionaries sketch out entire systems to handle complex jobs. Adam Bosworth, for example, is the chief architect at BEA Systems.

PAY \$150,000 to \$250,000.

OUTLOOK Outsourcing is a nonissue.

2 RESEARCHERS They're key to innovation, which is crucial for the U.S. But there are only about 25,000 in the country, many in academia, where tenure trumps pay.

PAY \$50,000 in academia to \$195,000 in private sector.

OUTLOOK Prospects should brighten somewhat with the economy, but these jobs can move offshore, too.

3 CONSULTANTS Business-savvy consultants advise corporations about their technology needs, help them install new software, and create new applications from scratch.

PAY \$72,000 to \$200,000.

OUTLOOK Still bright for Americans. U.S. customers want face time with consultants.

4 PROJECT MANAGERS Crucial cogs in global software factories. They coordinate the work of teams in different countries and time zones and provide dependable products on schedule.

PAY \$96,000 to \$130,000.

OUTLOOK Good managers can write their own tickets. Pay has jumped 14.3% in the past two years.

5 BUSINESS ANALYSTS Go-betweens. About 100,000 analysts figure out what a business needs and turn it into a spec sheet for programmers. It's a key role now since the company and its programmers are often apart.

PAY \$52,000 to \$90,000.

OUTLOOK A relatively safe haven for programmers—if they have communications skills and a grip on business.

6 BASIC PROGRAMMERS The foot soldiers in the information economy, they write the code for applications and update and test them. Numbering about 1 million, they are one-third of all U.S. software engineers and programmers.

PAY Has tumbled 15% since 2002. Now \$52,000 to \$81,000.

OUTLOOK Watch out. Many of these jobs can be done anywhere. Forrester predicts 18% of them will be offshore within six years.

Source: Forrester Research, Foote Partners, Kennedy Information Inc., *BusinessWeek*.

technology leader—thanks in large part to its dominance of software, now a \$200 billion-a-year U.S. industry. Sure, foreigners have made their share of the machines. But the U.S. has held on to control of much of the innovative brainwork and reaped rich dividends, from Microsoft to the entrepreneurial hotbed of Silicon Valley. The question now is whether the U.S. can continue to lead the industry as programming spreads around the globe from India to Bulgaria. Politicians are jumping on the issue in the election season. And it will probably rage on for years, affecting everything from global trade to elementary-school math and science curriculums.

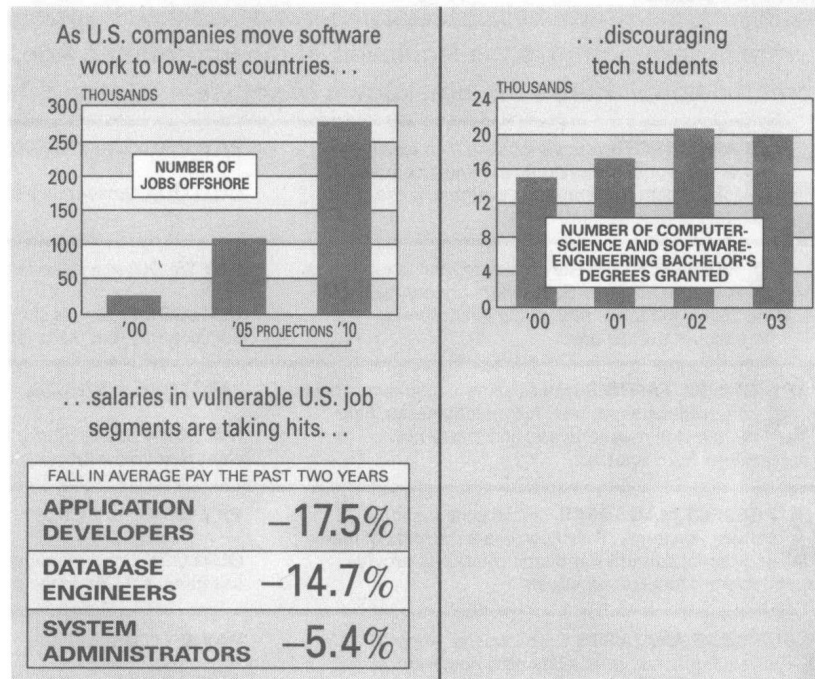
Countering the doomsayers, optimists from San Jose, Calif., to Bangalore see the offshore wave as a godsend, the latest productivity miracle of the Internet. Companies that manage it well—no easy task—can build virtual workforces spread around the world, not only soaking up low-cost talent but also tapping the biggest brains on earth to collaborate on complex projects. Marc Andreessen, Netscape Communications Corp.'s co-founder and now chairman of Opsware Inc., a Sunnyvale (Calif.) startup, sees this reshuffling of brainpower leading to bold new applications and sparking growth in other industries, from bioengineering to energy. This could mean a wealth of good new jobs, even more than U.S. companies could fill. "It requires a leap of

faith," Andreessen admits. But "in 500 years of Western history, there has always been something new. Always always always always."

This time, though, there's no guarantee that the next earth-shaking innovations will pop up in America. India, for example, has high-speed Internet, a world-class university, and a venture-capital industry that's starting to take shape in Bombay. What's more, the country is luring back entrepreneurs and technologists who lived in Silicon Valley during the bubble years. Many came home to India after the crash and now are sowing the seeds of California's startup culture throughout the subcontinent. What's to stop them from mixing the same magic that Andreessen conjured a decade ago when he co-founded Netscape? It's clear that in a networked world, U.S. leadership in innovation will find itself under siege.

The fallout from this painful process could be toxic. One danger is that high-tech horror stories—the pink slips and falling wages—will scare the coming generation of American math whizzes away from software careers, starving the tech economy of brainpower. While the number of students in computer-science programs is holding steady—for now—the elite schools have seen applications fall by as much as 30% in two years. If that trend continues, the U.S.

The Software Vitality Drain



Sources: Forrester Research Inc.; Computer Research Assn., based on undergraduates in PhD-granting universities; Foote Partners, *BusinessWeek*.

will be relying more than ever on foreign-born graduates for software innovation. And as more foreigners decide to start careers and companies back in their home countries, the U.S. could find itself lacking a vital resource. Microsoft CEO Steven A. Ballmer says the shortfall of U.S. tech students worries him more than any other issue. "The U.S. is No. 3 now in the world and falling behind quickly No. 1 [India] and No. 2 [China] in terms of computer-science graduates," he said in late 2003 at a forum in New York.

Fear in the industry is palpable. Some of it recalls the scares of years past: OPEC buying up the world in the '70s and Japan Inc. taking charge a decade later. The lesson from those episodes is to resist quick fixes and trust in the long-term adaptability of the U.S. economy. Job-protection laws, for example, may be tempting. But they could hobble American companies in the global marketplace. Flexibility is precisely what has allowed the U.S. tech industry to adapt to competition from overseas. In 1985, under pressure from Japanese rivals, Intel Corp. exited the memory-chip business to concentrate all its resources in microprocessors. The result: Intel stands unrivaled in the business today.

While the departure of programming jobs is a major concern, it's not a national crisis yet. Unemployment in the industry is 7%. So far, the less-creative software jobs are the ones being moved offshore: bug-fixing, updating antiquated code, and routine programming tasks that require many hands. And some software companies are demonstrating

that they can compete against lower-cost rivals with improved programming methods, more automation, and innovative business models.

For the rest of the decade, the U.S. will probably maintain a strong hold on its software leadership, even as competition grows. The vast U.S. economy remains the richest market for software and the best laboratory for new ideas. The country's universities are packed with global all-stars. And the U.S. capital markets remain second to none. But time is running short for Americans to address this looming challenge. John Parkinson, chief technologist at Cap Gemini Ernst & Young, estimates that U.S. companies, students, and universities have five years to come up with responses to global shifts. "Scenarios start to look wild and wacky after 2010," he says. And within a decade, "the new consumer base in India and China will be moving the world."

People Skills

To thrive in that wacky world, programmers must undergo the career equivalent of an extreme makeover. Traditionally, the profession has attracted brainy introverts who are content to code away in isolation. With so much of that work going overseas, though, the most successful American programmers will be those who master people skills. The industry is hungry for liaisons between customers and basic programmers and for managers who can run teams of programmers scattered around the world. While pay for basic application development has plummeted 17.5% in the past