



# 国际 商务管理概论

(英文版)

Introduction to International Business Management

朱文忠 编著

对外经济贸易大学出版社

University of International Business and Economics Press

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朱文忠 编著  
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对外经济贸易大学出版社  
北京市朝阳区惠新东街10号 邮政编码:100029  
邮购电话:010-64492338 发行部电话:010-64492342  
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# 前 言

我国加入 WTO 后,企业、事业单位参与国际竞争的机会与日俱增,外向型经济的增长速度越来越快,社会对既懂英语又通商务管理的人才需求量越来越大,而且这种“双高”性复合型人才在人才市场上竞争优势越来越明显。因此,用英语讲授专业管理课程,已经或正在成为我国高等教育教学工作必须加强的重中之重。然而,“全英”教学的教材目前仍然十分匮乏,特别是那些便于讲授、易于理解和掌握的教材。在我国高校和培训中心,虽然也引进了大量的原版书籍,如各类 MBA 教程等。但是原版书大多数都是些又厚又重的书籍或者长篇大论的论述,有的篇幅多达上千页,教学实用性较差,针对性不强,学生学起来吃力,而且书费花销过大,有些家庭困难的同学根本负担不起。编者结合在国外攻读 MBA 硕士学位的经历、多年的企业管理工作经验以及我国商务英语教学的实际情况,精心编写了这本《国际商务管理概论》,希望能够为广大学习者和教育工作者提供一本更加贴近中国教育实际、具有较高实用价值、并且浅显易懂的商务管理教学书籍。

本书也是在我国国家教委积极倡导和提倡“全英”讲授专业课程的大背景下,认真编写而成的一本具有贴近当代西方最新工商管理理论和较强实用性的教程或学习用书。而且,目前该书已在本科和出国培训教学工作中得到了有效的应用,通过四年多的教学实践检验,实际教学效果良好,深受学生的欢迎。

本教材选题多样化、内容丰富,基本涵盖了当代工商管理课程的主要理论,例如,企业发展战略管理理论、市场营销管理理论、人力资源管理理论、生产和经营管理理论和财务管理理论等。全书共分为 29 个章节,即 29 个课题。每一个课题后面大都编有一个小的案例,供同学们将理论与实际更紧密的结合起来,提高学习的兴趣和实用性。另外,每一章节都附有一些关键术语的汉语注释,最后一章附有一套自我测验的试题,以便授课教师和学习者自学时参考之用。

本书适合于如下几个方面的本、专科或培训教学或学习之用:

- 各类国际经济贸易、金融、法学、商务管理等借助英语学习专业课的教程或选修教材;
- 各类继续教育或公开学院有关课程的教学或参考学习用书;
- EMBA 学习教材或参考书;

- 企事业单位在职培训英语课程或学习书籍。

编者清楚地知道，对不同教材的看法是仁者见仁、智者见智的。一方面，在使用本书时，要注意体现本书编写的简明原则和实用性特征，以充分发挥其长处。另一方面，编者并不主张把此教材当成束缚教师和学生教学活动的紧身衣，教育工作者可以根据具体情况，灵活使用本教材，如时时添加一些和中国企业管理实际密切联系的新案例和新内容，取长补短，以达到最好的教学效果。

本书在编写过程中得到了有关专家的指导和帮助。在此表示衷心的感谢。由于编者水平有限，难免出现疏忽和不足，请读者批评指正。

编者

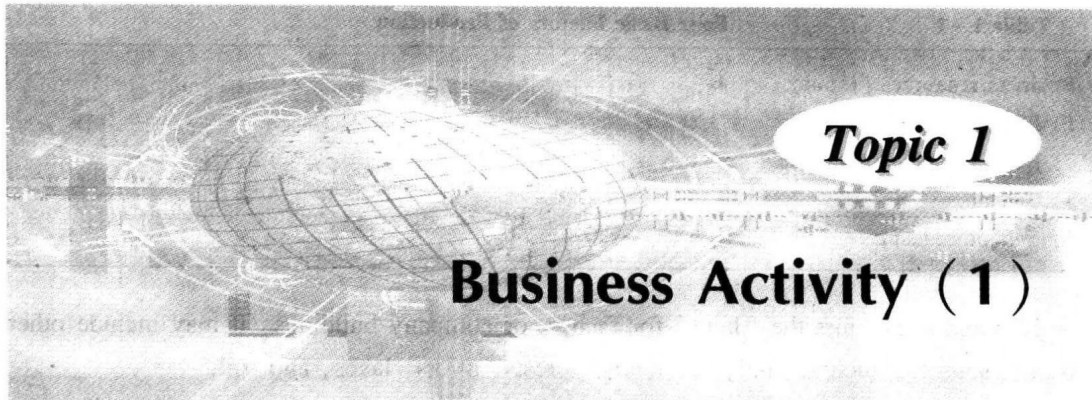
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2007年4月 广州

# Contents

前言 .....	1
Topic 1 Business Activity (1) .....	1
Topic 2 Business Activity (2) .....	6
Topic 3 Business Objectives .....	13
Topic 4 Business Decision Making .....	19
Topic 5 Strategy and Strategic Planning .....	24
Topic 6 Business Analysis Models .....	31
Topic 7 Competition and Business .....	37
Topic 8 Globalization and Business .....	43
Topic 9 Marketing (1) .....	48
Topic 10 Marketing (2) .....	53
Topic 11 Marketing (3) .....	60
Topic 12 Marketing (4) .....	67
Topic 13 Financial Management; Sources of Funds .....	72
Topic 14 Financial Management; Uses of Funds .....	79
Topic 15 HR Management; Business Organization and Organizational Structures .....	87
Topic 16 HR Management; Motivation .....	93
Topic 17 HR Management; Financial Rewards .....	101
Topic 18 HR Management; Non-financial Rewards .....	106
Topic 19 Management and Leadership .....	112
Topic 20 HR Management; Recruitment .....	118
Topic 21 Communication in Business (1) .....	124
Topic 22 Communication in Business (2) .....	130
Topic 23 HR Management; Groups in Business .....	137
Topic 24 HR Management; Managing Teams .....	143
Topic 25 Strategic HRM .....	149

Topic 26	The Management of Change	154
Topic 27	Methods of Production	159
Topic 28	Total Quality Management (TQM)	165
Topic 29	Mergers and Takeovers	171
A Test Paper		176

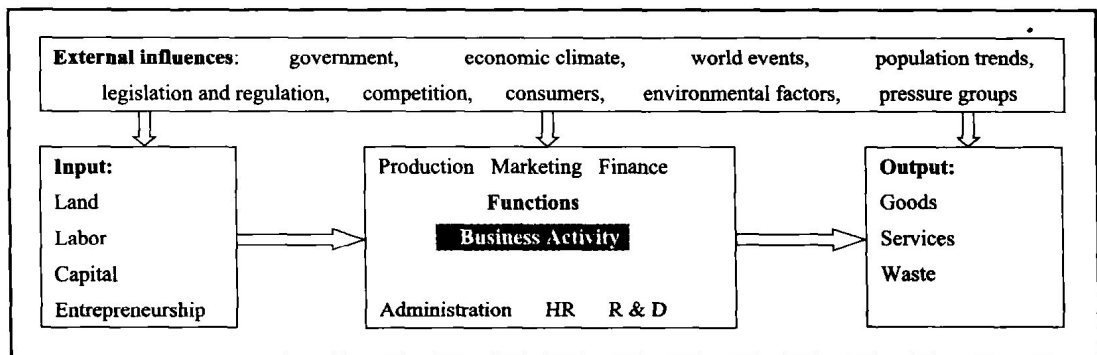


**Key Learning Goals**

This topic discusses the nature of business activity, particularly those factors of Input, function and output involved in business activity.

**What is business activity?**

Business activity refers to the specific things done by a business in order to produce an output — a good or a service. The nature of business activity is illustrated in the following figure :



**Figure 1 - 1 The Nature of Business Activity**

**Business resources (input)**

Businesses must use resources or factors of production in business activity. Generally, there are four basic factors of production for a business to carry out the business activity.



Table 1 - 1

Four Basic Factors of Production

<b>Business resources (input) :</b> 1) Land or natural resources 2) Labor or human resources 3) Capital 4) Entrepreneurship
---

1) Land is not just the “land” for factory or company buildings. It may include other natural resources, such as coal, diamonds, forests, rivers, lakes, and soil.

Natural resources may be renewable or non-renewable resources. Examples for renewable and non-renewable resources can be seen in the following table:

Table 1 - 2

Examples of Renewable and Non-renewable Resources

Renewable Resources :	Non-renewable Resources :
Forest	Coal
Fish	Diamonds
Water	Oil
Solar energy	Gold
Oxygen	Silver
...	...

2) Labor is the workforce of business. They are paid wages or salaries for their services. Here are three members of the workforce in a business.

Table 1 - 3

Members of the Workforce in a Business

<b>Members of the workforce in a business :</b> 1) Manual workers 2) Skilled workers 3) Management
---

3) Capital is sometimes called artificial or man-made resources, such as tools, machinery, and equipment. They are called capital because they are wealth or money used to start a business or to create more wealth.

4) Entrepreneurship refers to the willingness to take risks to create and operate a business.

**Business functions**

Business functions are parts of a business’s operation system, which work together to achieve an objective. Major functions a business carries out may be seen as the following table:

**Table 1 –4 Six Types of Business Functions**

<b>Business Functions</b>	<b>Brief Explanation</b>
• Production	Changing natural resources into products such as producing coal in a coal mine, constructing a house in a building site, etc.
• Marketing	Marketing activities, such as market research, advertising, promotion, distribution, etc.
• Finance	Control of money in a business, recoding financial transactions, controlling the flow of money, etc.
• Administration	Communication, producing documents for meeting, dealing with enquiries, arranging visits, etc.
• HR (Human resources)	Management of people, such as recruitment, training, health and safety, payment system and performance assessment, etc.
• R&D (research and development)	Research on new products, research on new technology, etc.

**Attention :**

Business functions should be highly integrated ( fitting well with each other). For instance, production is influenced by marketing; marketing is influenced by human resource and finance departments in a company. All parts must cooperate and work together to produce a product or service.

**Business output — products or services**

All businesses will produce goods or services as well as some waste materials.

- ◇ Goods — consumer goods or capital goods
- ◇ Services — such as banking, insurance, transportation, gardening, haircutting, car repairing, etc.
- ◇ Waste materials — useless or even dangerous things

### Differences between consumer goods and capital goods

Consumer goods are goods which are sold to the general public, while capital goods are goods purchased by businesses and used to produce other goods, such as: tools, equipment, machinery, etc. Computers, however, may be consumer goods or capital goods at the same time.

Consumer goods may fall into two types: durable goods (usually lasting for a long time) and non-durable goods (usually lasting for a short time). See some examples for them in the following table.

**Table 1 - 5                      Examples of Durable and Non-durable Goods**

<p><b>Durable goods:</b></p> <p><input type="checkbox"/> Television</p> <p><input type="checkbox"/> Books</p> <p><input type="checkbox"/> Cars</p> <p><input type="checkbox"/> Furniture</p> <p><input type="checkbox"/> ...</p>	<p><b>Non-durable goods:</b></p> <p><input type="checkbox"/> Food</p> <p><input type="checkbox"/> Newspapers</p> <p><input type="checkbox"/> Drinks</p> <p><input type="checkbox"/> Soaps</p> <p><input type="checkbox"/> ...</p>
--	---

### Questions for review

- 1) State the definition of business activity.
- 2) State the definition of factors of production and the three factors of production.
- 3) Explain the six functions involved in the business and the reason why they must be highly integrated.
- 4) Explain the differences between capital goods and consumer goods.

### Case Study

Let's assume that you are now visiting Lining Clothing Manufacturer's Factory in Guangzhou City. This factory produces various clothing products, such as shirts, trousers, overcoats, as well as hats.

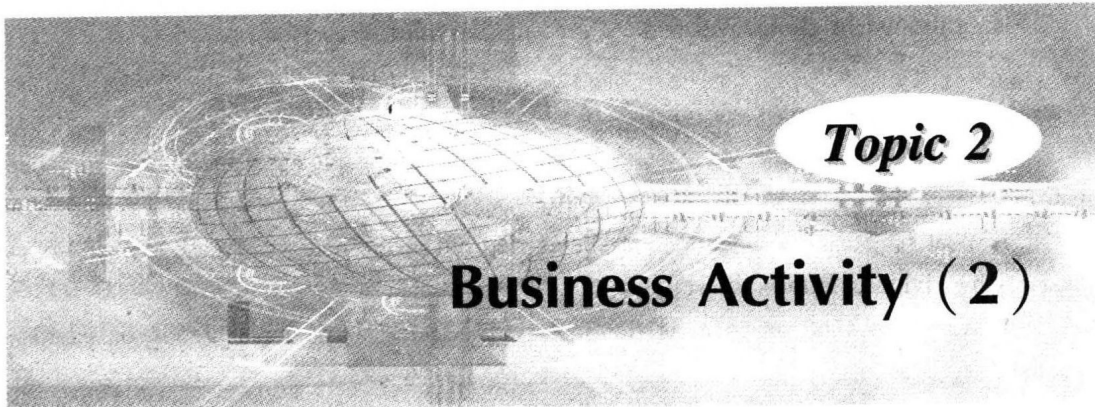
Please discuss in groups and make a presentation after discussion.

### Questions for discussion

- 1) Please give examples of resources: land, labor, and capital that the factory may be using.
- 2) What six business functions may be carried out in the factory? Please explain your answers by giving examples as well.
- 3) What types of products is the factory producing? Consumer goods or capital goods?

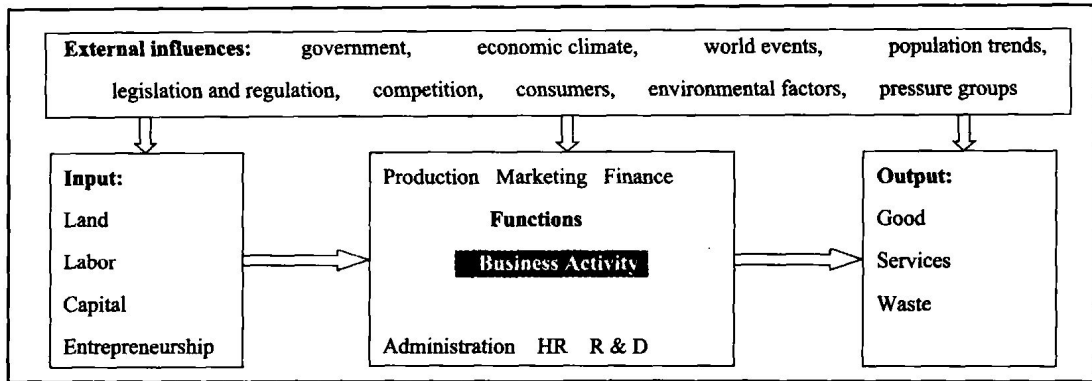
### 关键术语注释

- business activity 企业经营活动  
factors of production 生产资料  
business resources 企业资源  
natural resources 自然资源  
human resources 人力资源  
renewable resources 可再生资源  
non-renewable resources 不可再生资源  
workforce 劳动人口, 工作人员总数  
business functions 企业职能(部门)  
R & D (research and development) 研究与发展, 研发  
consumer goods 消费类商品  
capital goods 资本类商品  
durable goods 耐用品  
non-durable goods 非耐用品



**Key Learning Goals**

This topic continues the discussion of business activity, focusing on the external influence factors on business activity as well as the classification of business activities.



Refer to Figure 1 –1 The Nature of Business Activity

**External factors affecting businesses**

Business activity is affected by quite a number of external factors. It is not enough for a business only to consider and control resources and functions. External factors may have a great deal of influence over a company's business activity or its managers' decisions, and

may prevent its growth, development and profitability. But these external factors are usually beyond the control of the business.

Major external factors are briefly explained in the following table :

**Table 2 – 1 External Influence Factors on Businesses**

<b>External Factors</b>	<b>Brief Explanation</b>
1) The government	Influences may come from government policy, government spending, government investment on infrastructure, etc.
2) Economic climate	Businesses are influenced by stable or unstable economic conditions.
3) World events	Influences from drought for growing rice, flooding, war, etc.
4) Competition	Local competition, national competition, international competition, etc.
5) Consumers	Influences from consumer taste changes, low-fat food, green food, new styles of wearing, etc.
6) Population trends	Such as aging trends, single-parent family, more minority groups, etc.
7) Legislation and regulation	Influences from changes in law, regulations for producing or exporting a certain product, etc.
8) Environmental factors	Waste disposal requirement, using recycled materials, etc.
9) Pressure groups	Influences may come from local communities, money lenders, etc.

**Questions for critical thinking**

Please give at least some real examples for each of the external influences over a business in the following table :

Some examples for each of the following external influences over a business :

- The government :
- Economic climate :
- World events :
- Competition :
- Consumers' taste change :
- Population :
- Legislation and regulation :

- Environmental factors;
- Pressure groups;

## Markets

### What is market?

Market is any place where the buyer and the seller communicate to exchange goods or services. A business may be interested in one of the following markets listed in the table:

**Table 2 - 2** Categories of Markets

<p><b>Categories of markets:</b></p> <ul style="list-style-type: none"> <li>• Consumer goods markets — where foods, clothes, magazines, newspapers ... are sold.</li> <li>• Services markets — where banking, insurance, repairing, cleaning, etc. are provided.</li> <li>• Capital goods markets — where machines, equipment, and tools, etc. are sold.</li> <li>• Labor markets — where people are hired.</li> <li>• Housing markets — where people buy and sell properties.</li> <li>• Money markets — where money is bought or lent.</li> <li>• Commodity markets — where raw materials are bought and sold.</li> </ul>
---

### Where does a market exist?

Places where buying and selling can be carried out in many forms, such as open air markets for people in the village, shopping centers or super markets for people in the city, and so on. In addition, a market or the buying and selling activity may also take place over the telephone (telephone selling), through mail order (mail selling), through TV (TV shopping), and via internet (online shopping), etc.

### Classification of business activities

Business activity is often classified by the type of production that takes place. There are three common methods of classifying business by the type of production, which can be seen as the following table:

**Table 2 – 3 Three Types of Production**

Types of Production	Brief Definition
1) Primary production	Activities which take the natural resources from the earth, i. e. extraction of raw materials, such as oil or coal; the growing of food or crops
2) Secondary production	Manufacturing, processing, and construction, which change raw materials into goods
3) Tertiary production	Providing various services, such as banking, insurance, tourism, and transportation, etc.

In addition, there are other methods of classifying businesses, which are as follows:

- By the size of a business:

According to the British Standards regulated by Department of Trade and Industry, businesses can be:

- 1) Small firm: 0 – 49 employees, no more than GBP2.8 million turnover
- 2) Medium firm: 50 – 249 employees, no more than GBP11.2 million turnover
- 3) Large firm: over 250 employees, more than 11.2 million turnover

- By the geographical area of a business:

- 1) Local business
- 2) Regional business
- 3) National business
- 4) International business

- By the sector of a business:

1) Private sector business: such as sole trader, partnership, private limited company, public limited company

2) Public sector business: such as China Railway, China Airway, China Mobile, PetroChina, etc.

- By the ownership of a business:

In China, businesses can be classified as:

- 1) Private-owned business
- 2) Collective-owned business
- 3) State-owned business
- 4) Joint-ventures
- 5) Foreign company ...



**Questions for critical thinking**

Please list at least five business activities in your local town for each type of production:

**a) Primary production:**

- 1)
- 2)
- 3)
- 4)
- 5)

**b) Secondary production:**

- 1)
- 2)
- 3)
- 4)
- 5)

**c) Tertiary production:**

- 1)
- 2)
- 3)
- 4)
- 5)

**Questions for review**

- 1) State the external factors affecting the business.
- 2) State the definition of markets and the types of markets.
- 3) Explain the three major types of production.
- 4) Explain the methods of classifying businesses in addition to the three categories of production.

**Case Study**

Carr Meats Ltd. is a family meat wholesaling business in Oxfordshire. It was set up in the 1980s and employs 30 staff. It sells a range of meat products (mainly beef) to general retailers in the area. Since the company began, sales turnover and profits had risen steadily.