

英文版

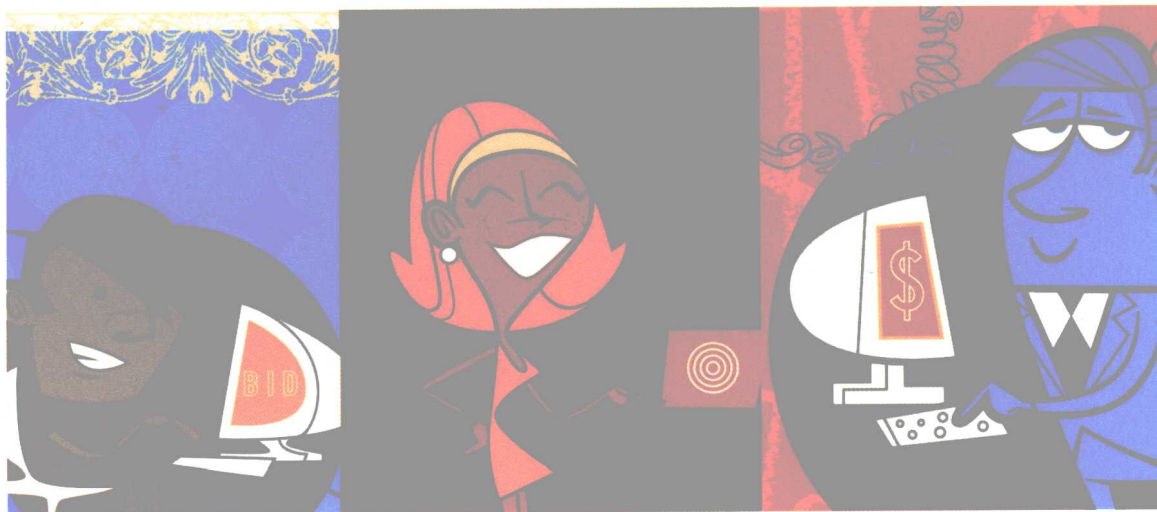
Introduction to

# Business

*How Companies Create Value for People*

## 工商导论

——公司如何为人创造价值



[美] 加雷思·琼斯 (Gareth R. Jones) 著

人民邮电出版社  
POSTS & TELECOM PRESS

# 工商导论

——公司如何为人创造价值

【美】加雷思·琼斯 著

人民邮电出版社

北 京

# Introduction to **Business**

*How Companies Create Value for People*

Gareth R. Jones  
Texas A&M University

人民邮电出版社  
北 京

## 图书在版编目(CIP)数据

工商导论/(美)加雷思·琼斯(Jones, G. R.) 著.

- 北京:人民邮电出版社, 2007. 10

ISBN 978 - 7 - 115 - 16852 - 8

I. 工… II. ①琼… III. 工商企业—企业管理—高等学校—双语教学—教材—英文  
IV. F276.4

中国版本图书馆 CIP 数据核字(2007)第 144570 号

Gareth R. Jones

**Introduction to Business**

ISBN 0 - 07 - 352456 - 5

Copyright © 2007 by The McGraw-Hill Companies, Inc.

Original language published by The McGraw - Hill Companies, Inc. All Rights reserved. No part of this publication may be reproduced or distributed by any means, or stored in a database or retrieval system, without the prior written permission of the publisher.

Authorized English language reprint edition jointly published by McGraw - Hill Education (Asia) Co. and Posts & Telecom Press.

This edition is authorized for sale in the People's Republic of China only, excluding Hong Kong, Macao SAR and Taiwan. Unauthorized export of this edition is a violation of the Copyright Act. Violation of this Law is subject to Civil and Criminal Penalties.

本书英文影印版由人民邮电出版社和美国麦格劳—希尔教育出版(亚洲)公司合作出版。此版本仅限在中华人民共和国境内(不包括中国香港、澳门特别行政区及台湾地区)销售。未经许可之出口,视为违反著作权法,将受法律之制裁。

未经出版者预先书面许可,不得以任何方式复制或抄袭本书的任何部分。

本书封底贴有 McGraw-Hill 公司防伪标签,无标签者不得销售。

北京市版权局著作权合同登记号: 01 - 2007 - 2098

版权所有,侵权必究。

## 工商导论

◆ 著 (美)加雷思·琼斯

策 划 刘 力 陆 瑜

责任编辑 颜林柯

装帧设计 O. E. T

◆ 人民邮电出版社出版发行 北京市崇文区夕照寺街 14 号 A 座

· 邮编 100061 电子函件 315@ptpress.com.cn

网址 <http://www.ptpress.com.cn>

电话 (编辑部)010 - 84937150 (市场部)010 - 84937152

北京圣瑞伦印刷厂印刷

新华书店经销

◆ 开本: 850 × 1092 1/16

印张: 28 插页: 4

字数: 750 千字 2007 年 10 月第 1 版 2007 年 10 月第 1 次印刷

著作权合同登记号 图字: 01 - 2007 - 2098

ISBN 978 - 7 - 115 - 16852 - 8/F

定价: 58.00 元

本书如有印装质量问题,请与本社联系 电话:(010)84937153

# 内 容 提 要

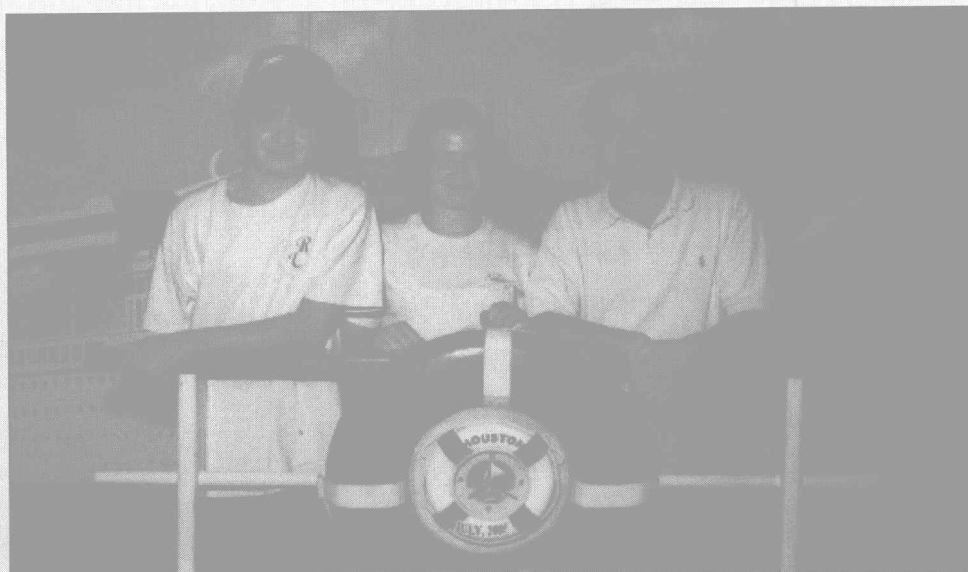
---

本书由国际知名学者加雷思·琼斯编写，在美国为大学本科“工商导论”课程的优秀教材。此中国影印版可作为我国高校“工商导论”课程双语教学的适用教材。全书分3编、共15章，全面阐述了企业的内外部环境、组织结构与决策方式、企业伦理与文化、信息技术与企业发展，以及营销与产品开发、销售与顾客关系管理、运营与材料管理、人力资源管理、会计与财务管理等企业的主要活动与职能，是一本篇幅适中的商学概论入门读物。

本书的读者对象为英语、经济学和工商管理等专业的大学生。

# Dedication

For Nicholas and Julia



# Brief Contents

## **PART ONE**

### **The Environment of Business**

<b>CHAPTER ONE</b> What Is Business?	4
<b>CHAPTER TWO</b> The Evolution of Business	30
<b>CHAPTER THREE</b> Entrepreneurs, Managers, and Employees	56
<b>CHAPTER FOUR</b> Multinationals and the Global Environment of Business	88
<b>CHAPTER FIVE</b> Business Ethics and the Legal Environment of Business	116

## **PART TWO**

### **The Human Side of Business**

<b>CHAPTER SIX</b> Leadership, Influence, and Communication in Business	148
<b>CHAPTER SEVEN</b> Motivating and Managing People and Groups in Business Organizations	174
<b>CHAPTER EIGHT</b> The Structure and Culture of a Business Organization	198

## **PART THREE**

### **A Functional Approach to Business**

<b>CHAPTER NINE</b> Information Technology and E-Commerce: Managing Information, Knowledge, and Business Relationships	226
<b>CHAPTER TEN</b> Marketing and Product Development: Creating and Positioning Goods and Services	250
<b>CHAPTER ELEVEN</b> Sales, Distribution, and Customer Relationship Management: Reaching and Satisfying Customers	280
<b>CHAPTER TWELVE</b> Operations and Materials Management: Managing the Production and Flow of Goods and Services	304
<b>CHAPTER THIRTEEN</b> Human Resource Management: Acquiring and Building Employees' Skills and Capabilities	328
<b>CHAPTER FOURTEEN</b> Accounting: Measuring How Efficiently and Effectively Resources Are Creating Value and Profit	358
<b>CHAPTER FIFTEEN</b> Finance: Balancing Risk and Return to Increase Profitability	388



# Detailed Contents

## Part 1 The Environment of Business

### Chapter One What Is Business? 4

#### Why Is This Important?



A Question of Business  
**Kroger, Wal-Mart, and Supermarket  
Competition** 5

#### Overview

What Is Business? 6

#### Business in Action

A Blockbuster Adventure 9

#### Video Small Business in Action

Destination CEO: Jim McCann 10

The Three Meanings of Business 10

Business as Commerce 10

Demand, Supply, and the Market Price 12

The Business Model and Profitability 13

#### Business in Action

Home Depot Needs a Do-It-Yourself Fix, Too 15

Business, Self-Interest, and the Potential for Deceit 17

Business as an Occupation 18

Specialization, the Division of Labor,  
and People's Well-Being 18

Specialization and Profitability over Time 19

The Invisible Hand of the Market 20

Business as an Organization 21

Transaction Costs Related to Business 21

How Business Organizations Lower

Transaction Costs 23

#### Business in Action

How to Restructure a Growing Business 23

How Business Creates Value for People:

The Plan of This Book 26

**Summary of the Chapter** 28

### Chapter Two The Evolution of Business 30

#### Why Is This Important?



A Question of Business  
**Andrew Carnegie and the  
U.S. Steel Industry** 31

#### Overview

Feudalism: Land, Labor, and Property Rights 34

The Emergence of the Hierarchy 34

Hierarchy and Property Rights 35

Feudalism 36

#### Business in Action

The Southern Kwakiutl Indians 37

Money, Capital, and Commerce 38

From Barter to Money 39

From Money to Capital 40

Mercantilism: Trade and Enterprise 41

The Growth of Enterprise 42

#### Business in Action

Power Plays and Medieval Banking 42

Craft Guilds and Occupational Specialization 44

The Industrial Revolution 44

A Revolution in Farming and Manufacturing 45

Why Did the Industrial Revolution Occur So Late? 45

#### Business in Action

Rockefeller Plays Monopoly 46

Capitalism, Unionization, and the Modern

Class System 47

The Industrial Revolution Continues 49

The Changing Forms

of Business Organization 50

Early Forms of Business Organization 50

The Joint-Stock Company 50


**Video Small Business in Action**

Joe To Go 51




The Limited Liability Company	52
The Partnership and the Sole Proprietorship	52
<b>Summary of the Chapter</b>	53

## Chapter Three Entrepreneurs, Managers, and Employees 56

<b>Why Is This Important?</b>	56		
 A Question of Business			
Yahool's Rough Ride	57		
<b>Overview</b>	58		
<b>The Role of the Entrepreneur</b>	59		
Forms of Entrepreneurial Opportunities	59		
<b>Business in Action</b>			
The Rolling Stones Are Not Gathering Moss	61		
Why Be an Entrepreneur?	63		
Entrepreneurship as "Creative Destruction"	64		
<b>The Role of Management</b>	65		
The Agency Problem: The Separation of Ownership from Control	65		
Levels of Managers	66		
<b>Business in Action</b>			
How to Be an Effective Plant Manager	68		
Types of Managers	69		
Profitability: Efficiency and Effectiveness	69		
Managerial Functions	70		
<b>Business in Action</b>			
A Turnaround at The Gap	72		
<b>The Role of the Employee</b>	74		
What Is Appropriate Employee Behavior?	74		
<b>Career Management</b>	76		
Stage 1: Preparing for Work	76		
Stage 2: Entering the Workforce	77		
<b>Video Small Business in Action</b>			
Switching Careers	78		
		Stage 3: Early Career	79
		Stage 4: Midcareer	80
		Stage 5: Late Career	80
		<b>Summary of the Chapter</b>	81
		<b>Appendix to Chapter 3:</b>	
		<b>Creating a Business Plan</b>	
		<b>to Implement a New Venture</b>	82
		Developing a Business Plan	82
		Writing a Detailed Business Plan	84
		The Executive Summary	84
		Company Background Information	84
		Functional and Organizational Strategies and Resources	84
		Time Line and Major Milestones	85
		Developing Your <i>Own</i> Business Plan	85

## Chapter Four Multinationals and the Global Environment of Business 88

<b>Why Is This Important?</b>	88		
 A Question of Business			
Nestlé's Global Food Empire	89		
<b>Overview</b>	90		
		<b>The Multinational Company</b>	90
		Multinationals and the Global Business System	91
		Political Systems and National Governments	92
		National Governments and Free Trade	93

**Video Small Business in Action**

Your Own Boss: Vineyard Vines	95
The Global Environment of Business	95
Specific Forces in the Global Environment	96
Suppliers	96
Distributors	97
Customers	98
Competitors	98

**Business in Action**

Samsung's New Global Business Model	99
General Forces in the Global Environment	100
Political-Economic Forces	100
Sociocultural Forces	102
Demographic Forces	104
Legal Forces	104

**Business in Action**

A Battle for Control of European Skies	104
Challenges in the Global Environment	105

Global Commerce Challenges	106
----------------------------	-----

**Business in Action**

E-Commerce and Customer Responsiveness	110
Global Occupational Challenges	112
Global Organization Challenges	114
<b>Summary of the Chapter</b>	115

## Chapter Five Business Ethics and the Legal Environment of Business 116

**Why Is This Important?** 116

A Question of Business  
How Different Ethical Stances Can  
Help or Harm a Company 117

Overview	118
The Nature of Ethics	119
Ethical Dilemmas	119
Ethics and the Law	119
Changes in Ethics over Time	120

**Business in Action**

Is Digital Piracy Unethical? Or Just Illegal?	121
Stakeholders and Business Ethics	122
Stockholders	122
Managers	123

**Video Small Business in Action**

Small Biz Power	123
-----------------	-----

**Business in Action**

All Change at Walt Disney	124
Employees	125
Suppliers and Distributors	125
Customers	126
Community, Society, and Nation	127
Rules for Ethical Decision Making	127
The Utilitarian Rule	128
The Moral Rights Rule	128
The Justice Rule	129
The Practical Rule	129
Why Should Managers Behave Ethically?	130

Business Ethics	131
-----------------	-----

Societal Ethics	131
-----------------	-----

**Business in Action**

Is It Right to Use Child Labor?	132
Occupational Ethics	133
Individual and Organizational Ethics	133
The Advantages of Behaving Ethically	135
Creating an Ethical Organization	135

**The Legal Environment of Business** 136

Laws Affecting Business Commerce	136
----------------------------------	-----

**Business in Action**

How Metabolife Swept the Dangers of Ephedra under the Rug	137
Laws Affecting Business Occupations	140
Laws Affecting Business Organization	141

**Summary of the Chapter** 143



# Chapter Six Leadership, Influence, and Communication in Business 148

**Why Is This Important?**

A Question of Business

Tammy Savage and the

"Threedegrees" 149

148

**Overview**

150

**Business Leadership**

151

Sources of a Leader's Power

151

Leader Power and Employee Behavior and Attitudes 153

Tony Knowles's Leadership Challenge 154

**The Contingency Theory of Leadership**

155

Four Types of Leadership Approaches 156

Types of Contingencies 159

Choosing an Effective Leadership Approach 161

Characteristics of Effective Leaders 162

**Influence, Persuasion, and Communication**

164

**Video Small Business in Action**

Dale Gray Story

165

Situations for Persuasive Communication 165

Becoming a Persuasive Communicator 166

**Business in Action**

A Fatal Failure to Communicate

168

**The Political Process**

in Business Organizations

169

Organizational Politics

170

Political Tactics

170

**Business in Action**

Politics at Kodak

172

**Summary of the Chapter**

173

# Chapter Seven Motivating and Managing People and Groups in Business Organizations 174

**Why Is This Important?**

A Question of Business

How to Run a Restaurant 175

174

**Overview**

176

**Motivation in Business Organizations**

176

Maslow's Needs Hierarchy Theory 177

Expectancy Theory 179

Goal-Setting Theory 181

Equity Theory 185

**Video Small Business in Action**

Debbie and Leslie Busfield

186

Job Enrichment Theory 187

**Business in Action**

A New Approach at John Deere

188

**Creating High-Performing Groups and Teams**

189

What Is a Group or Team? 189

Types of Groups and Teams 190

**Business in Action**

Using Teams at Rubbermaid

191

**High-Performing Groups and Teams**

191

**Conflict, Bargaining, and Negotiation**

192

Types of Conflict

193

Sources of Conflict

193

**Business in Action**

Dysfunctional Conflict in a Bank

195

Resolving Conflict through Negotiation and Bargaining

195

**Summary of the Chapter**

197

# Chapter Eight    The Structure and Culture of a Business Organization    198

## Why Is This Important?



A Question of Business  
Sony's New "Networked"  
Organization 199

Overview	200
Structure, Culture, and the Organization's Business Model	201
The Business Model and Organizational Design	201
The Contingency Approach to Organizational Design	201
Functional Structures	203
Advantages of a Functional Structure	204
Disadvantages of a Functional Structure	204
Divisional Structures: Product, Market, and Geographic	205
Product Structure	205
Market Structure	206
<b>Business in Action</b>	
Dell's New Market Structure	207
Advantages of a Divisional Structure	208
Disadvantages of a Divisional Structure	209
Matrix Structures	210
<b>Video Small Business in Action</b>	
One Smooth Stone	210

Coordinating Functions and Divisions	212
Allocating Authority	213
Work Rules and Standard Operating Procedures	215
<b>Business in Action</b>	
Never Underestimate the Power of Rules	215
Integrating Mechanisms	216
Organizational Culture	218
Values and Norms	219
Sources of a Company's Culture	219
<b>Business in Action</b>	
How Michael Dell Created a Frugal Company Culture	220
Characteristics of a Strong Culture	222
<b>Summary of the Chapter</b>	223

## Part 3 A Functional Approach to Business

# Chapter Nine    Information Technology and E-Commerce:

Managing Information, Knowledge, and Business Relationships 226

## Why Is This Important?



A Question of Business  
IBM's "E-Business on Demand" IT 227

Overview	228
Information Technology and Profitability	229
Useful Information and Knowledge	230
Complete	230
Gaining a Competitive Advantage with IT	231
Major Information Technology Applications	233
Transaction Processing Systems	233
Knowledge Management Systems	233
Expert Systems and Artificial Intelligence	234
Enterprise Resource Planning Systems	235
<b>Business in Action</b>	
SAP's ERP Systems	236
E-Commerce Systems	238

Hardware Components of IT and E-Commerce	239
Legacy Systems	239
Mainframe Computers	239
Microprocessors and Personal Computers	240
Network Computers: Servers and Clients	241
The World Wide Web and the Internet	242
<b>Video Small Business in Action</b>	
Future Workforce	242
Wired and Wireless Broadband Technology	243
<b>Business in Action</b>	
Wireless Broadband's Fast Takeoff	244
Software Components of Information Technology	245
PC Software	246
Networking Software	246



**Business in Action**

Linux Takes on Windows	246
Computer Security Software	247
Wireless Hand-Held Software	248
IT and Business Occupations	248
<b>Summary of the Chapter</b>	249

**Chapter Ten****Marketing and Product Development:**

Creating and Positioning Goods and Services 250

**Why Is This Important?****A Question of Business****General Motors' Marketing Approach** 251

Overview	252
The Power of Marketing	253
What Is Marketing?	254
Marketing, Product Development, and Sales	255

**Business in Action**

Creating New Products at 3M	255
Marketing and the Business Vision, or Mission	257
The Product Life Cycle	258

**Marketing Research: Identifying and Responding to Customer Needs**

Use Focus Groups	259
Adopt a Customer-Oriented Approach	261

**Business in Action**

Kodak's Flawed Focus	261
Involve Leading Customers	262
Become a Leading Provider	263
Reverse Engineer a Product	264

**Marketing Research: Identifying Customer Groups and Segments**

How Customer Groups and Market Segments Are Identified	265
Choosing Markets to Serve	268

**Video Small Business in Action**

Father of the Bratz	269
---------------------	-----

**Marketing Research: Differentiating Products via the Marketing Mix**

Product Branding and the Marketing Message	270
Products	271
Price	272
Promotion	273
Place	274
Product Differentiation and Market Segmentation	276

**Business in Action**

Product Positioning at Ralph Lauren	276
-------------------------------------	-----

**Summary of the Chapter**

277

**Chapter Eleven****Sales, Distribution, and Customer Relationship**

Management: Reaching and Satisfying Customers 280

**Why Is This Important?****A Question of Business****Avon Is Calling in Every Way It Can** 281

Overview	282
----------	-----

**Distribution and the Sale of Products to Customers**

Types of Distribution Channels	283
The Distribution Mix and How It's Chosen	286
Factors Affecting the Choice of Distribution Mix	286

**Video Small Business in Action**

Outsourcing	288
Gaining a Competitive Advantage with the Right Distribution Mix	289
Approaches to Sales and Selling	290
Selling Complex Products	290
<b>Business in Action</b>	
Going, Going, Gone . . . at Sotheby's	291
Selling Standardized Products	293
<b>Business in Action</b>	
When the Sales Call Gets Very Personal	294
Stages in the Selling Process	294
Prospecting for Customers	295
Making the Initial Contact	295
Making the Sales Presentation	296
Handling Objections	297
Closing the Sale	297
Doing After-Sales Service, Follow-Up, and Information Gathering	298

Customer Relationship Management	299
CRM and Sales	299
CRM and After-Sales Service and Support	301
<b>Business in Action</b>	
How Choosing a CRM System Helped Empire HealthChoice	301
CRM and Marketing	302
<b>Summary of the Chapter</b>	303

**Chapter Twelve Operations and Materials Management:**

Managing the Production and Flow of Goods and Services 304

**Why Is This Important?**

**A Question of Business**  
**UTC Is on Top of Its Game** 305

Overview	306
The Nature of Operations and Materials Management	307
The Operations and Materials Management Process	307
<b>Video Small Business in Action</b>	
Mom-preneurship: Stroller Strides	308
Using Operations and Materials Management to Gain a Competitive Advantage	309
Productivity	310
Operations and Materials Management Costs	311
Raw Materials and Component Costs	311
Plant Costs	312
Labor Costs	313
Inventory Costs	380
Distribution Costs	314
Types of Operating Systems	315
Small-Batch Production	315
<b>Business in Action</b>	
How Krispy Kreme Makes Doughnuts	317

Mass Production	318
Flexible Production	319
<b>Business in Action</b>	
Motorola's Factory of the Future	320
Improving Operations Quality: Total Quality Management	322
Advanced Materials Management Methods	323
Computer-Aided Materials Management	323
Computer-Based Global Supply Chain Management	323
<b>Business in Action</b>	
Bose's Global Supply Chain	324
Just-in-Time Inventory Systems	325
<b>Business in Action</b>	
The Kanban System in Japan	325
<b>Summary of the Chapter</b>	326



# Chapter Thirteen Human Resource Management:

Acquiring and Building Employees' Skills and Capabilities 328

## Why Is This Important?



A Question of Business  
GE's Human Resource  
Management System 329

Overview	328
The Components of a Human Resource Management System	330
<b>Video Small Business in Action</b>	
More People Leaving Corporate America	331
Recruitment and Selection	332
Human Resource Planning	335
External and Internal Recruitment	336
<b>Business in Action</b>	
IT Recruiters Rush to Bangalore	337
The Selection Process	338
Training and Development	342
Training-Needs Analysis	344
Types and Methods of Training and Development	346
Performance Appraisal and Feedback	346
Performance Appraisal Methods	347
Who Appraises Performance?	348

## Business in Action

How Not to Do Performance Appraisal	349
Giving Performance Feedback	349
Pay and Benefits	350
Pay Structures	350
Types of Incentive Pay	351
<b>Business in Action</b>	
Fujitsu's Merit Pay System	352
Labor Relations	353
Union-Management Relations	354
Collective Bargaining: Resolving the Conflict	355
<b>Summary of the Chapter</b>	356

# Chapter Fourteen Accounting: Measuring How Efficiently and Effectively

Resources Are Creating Value and Profit 358

## Why Is This Important?



A Question of Business  
How to Measure Performance  
in the Sporting Goods Business 359

Overview	358
The Nature of Accounting	360
Accounting and the Company's Stakeholders	361
Types of Accounting Activities	361
The Rules of Accounting: GAAP	363
Types of Accountants	365
<b>Business in Action</b>	
Cooking versus Smoothing the Books	366
Accounting and ERP Systems	368
Accounting Concepts and Financial Statements	368
The Balance Sheet	369
The Income Statement	373
The Statement of Cash Flows	375

## Using Financial Ratios to Analyze a Company's Performance

Liquidity Ratios	377
Asset Management Ratios	377
Profitability Ratios	378

## Video Small Business in Action

Franchising	379
<b>Business in Action</b>	
Shrinking Margins in the Funeral Industry	382
<b>Summary of the Chapter</b>	385



## Why Is This Important?



A Question of Business  
First Up, Then Down at Disney 389

Overview 390

What Is Finance? 391

The Relationship between Risk and Return 391

### Business in Action

The Increasing Power of Institutional Investors 393

Business Finance 394

Capital Investment and Budgeting 395

Short-Term Capital Management Decisions 395

Long-Term Capital Budgeting Decisions 397

A Company as a Portfolio of Investments 400

### Business in Action

Analyzing the Assets of HP and Compaq 401

Capital Financing 402

Short-Term Financing Methods 402

Long-Term Financing Methods 403

### Video Small Business in Action

Starting a Business: Rieva Lesonsky Discusses 405

How to Start Business 405

Debt Securities: Bonds 406

Equity Securities: Stocks 408

Non-Operations Investing and Financing 410

### Business in Action

Should Doctors Own Stock in Hospitals? 411

## Summary of the Chapter

412

### Appendix to Chapter 15:

Managing Your Personal Finances 414

Spending Decisions 414

Developing and Keeping a Personal Budget 415

Financial Guidelines for Staying  
within a Budget 417

RULE 1: Do *Not* Take on Debt Unless You  
Currently Own the Money Necessary to Pay  
Off the Debt! 418

RULE 2: Do Everything Possible to Build  
Short-Term and Long-Term Savings 419

RULE 3: Always Search for Ways to Make  
Your Money Go Further by Getting More  
Value from Each Dollar You Spend 420

GLOSSARY

G-1

# Introduction to **Business**

*How Companies Create Value for People*