



BUSINESS
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工商管理经典教材·核心课系列

Administration Classics

战略管理

STRATEGIC MANAGEMENT:

(第7版)

COMPETITIVENESS AND GLOBALIZATION
(Seventh Edition)

迈克尔·A·希特 (Michael A. Hitt)
[美] R·杜安·爱尔兰 (R. Duane Ireland) 著
罗伯特·E·霍斯基森 (Robert E. Hoskisson)
徐二明 改编

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



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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，为使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

2005 年 1 月

改编者的话

“战略管理”课程被介绍到中国有 20 余年了。从最初的懵懵懂懂到现在的略知一二，即从不知为不知到是知也，还是经过了一个漫长的过程。

在这个过程中，我们的社会经历了从计划经济向市场经济的转型，以往单纯的计划和计划管理已经不适应变化的需求，要求我们的管理更具有战略的意识，能够在中国文化的背景下，去思考我们组织的使命、目标和战略，并加以很好的实施。

根据转型经济的要求，更随着中国自己举办的工商管理硕士（MBA）学位教育将战略管理作为核心课程，国外有关企业战略管理的专著和教科书纷纷被介绍到中国。中国的学者也开始结合中国的管理实践，在这一领域从事教学与科学研究，撰写了大量的论文、著作、教科书和案例，极大地丰富了中国战略管理的教学内容。

为了在管理学本科和研究生层面上更完整系统地介绍国外战略管理理论与实践，我在众多的教科书里选择了美国得克萨斯州农工大学的迈克尔·A·希特教授和 R·杜安·爱尔兰教授以及亚利桑那州立大学的罗伯特·E·霍斯基森教授撰写的《战略管理》（第 7 版）教材，并对该书做了适当的删减。

提到选择教科书，我不禁想起 1987—1988 学年第一学期在加拿大麦吉尔大学著名战略管理学家明茨伯格教授的博士生课堂上的一幕。那时，我们每周要根据教授的要求阅读大量的相关论文或著作，但从来 unread 教科书。一次，明茨伯格教授带来 10 余本不同作者新出版的战略管理教科书，让博士生们回去每人读一本，提出自己的评价。下一次课堂上，各位博士生对所读到的战略管理教科书或褒或贬，高谈阔论了一番。最后，在明茨伯格教授的归纳下，大家一致认为这些教科书大同小异，学术性不强。于是，明茨伯格教授坐在那里，顺手将这 10 余本从桌上丢到地上，弃之而去。从那以后，每次在为学生选择教科书时，这个场景总是在眼前浮动，我总是在想我为什么要用这本教科书。

选择这本教科书，主要原因有三：

一是该书的三位作者都是 20 世纪 90 年代以来战略管理领域的权威人士，著作等身，理论贡献颇丰。自然，他们所撰写的这本教科书也有很高的权威性。

二是该书比较系统地整合了战略管理中最基本也是最著名的两个理论概念，即由美国哈佛商学院的迈克尔·波特（Michael Porter）教授所倡导的产业组织模型（IO 模型）和俄亥俄州立大学的杰伊·巴尼（Jay Barney）教授所提出的企业资源基础观（RBV），并贯穿全书始终。

三是该书涵盖了战略管理领域研究中最新的，或称做最前沿的知识。在书中，不乏如美国哈佛商学院钱德勒教授、密歇根大学普拉哈拉德等著名战略管理学者的独到见解。更特殊的是，在该书的战略实施部分，作者一改常规的写作思路，将他们在战略管理理论上的创新性贡献——战略创业写进其中，以凸显战略实施的重要性与可能性。

当然，这本教科书的体例也更贴近实践，除了常规地附有美国企业最新的案例以外，在每章的后面还有复习题，以提高学生解决问题的能力。

由于这本教科书篇幅较长，在出版这本英文改编版时，我遵照出版社的要求，对原著作了小幅度的删减和调整。考虑到目前我国讨论公司治理的文献很多，也有专门的课程讲授这一题目，所以将原书的第 10 章“公司治理”删除。同时，将“战略行动：战略实施”这一篇中余下的三章的顺序作了一下调整，希望在讨论

战略领导和战略创业力之后，再去讨论组织结构与控制问题，以体现钱德勒教授有关“组织结构服从于组织战略”的观点。

此外，原书共有 30 个案例。在这次改编中，我只保留了六个与中国管理有关的案例。这样做，一方面是考虑到课堂上实际可以运用案例的数量，另一方面是考虑到本书的篇幅不宜太长。

具体讲，案例 1 “信息高速公路上的中国”涉及高技术与国际化问题，适用于第 1、2 章的内容。案例 2 “沃尔玛：统治全球零售业”涉及服务业、商品与零售业以及国际化问题，适用于第 4、8 章内容。案例 3 “戴尔在中国”涉及工程制造业、高技术和国际化问题，适用于第 5、8 章内容。案例 4 “上海大众：在电气工程部实施项目管理”涉及工程制造业、国际化问题，适用于第 3、5、8 和 12 章的内容。案例 5 “Nucor 钢铁公司（2005）”涉及工程制造业和行业观念，适用于第 3、10、11 和 12 章的内容。案例 6 “汉莎航空：变革的十年”涉及服务业和国际化问题，适用于第 6、9 和 10 章。

从所选案例涉及的问题来看，有 3 个案例涉及工程制造业问题，2 个案例涉及服务业问题，2 个案例涉及高技术问题，5 个案例涉及国际化问题，覆盖面较广。而且，案例所涉及的内容可以基本涵盖全书内容。这样，教师和学生可以更好地把握本书的内容以及案例所讨论的问题。不过，要牢牢地记住一点，在管理实践中，没有哪一个实际问题会直接对应教科书的某一章内容，一定要活学活用。

最后，在搁笔之前，还想与读者作一点沟通，即本书所介绍的理论和案例基于西方的战略管理理论和观点。作为读者，在掌握了本书所阐述的内容之后，还是要根据中国的文化和实践去思考中国的问题，不可食洋不化。

徐二明

2006 年 10 月于中国人民大学研究生院

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, "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.

New structures used by transnational firms are described in Chapter 12. 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.

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PART

1

STRATEGIC MANAGEMENT INPUTS

CHAPTER 1

Strategic Management and Strategic Competitiveness

CHAPTER 2

The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis

CHAPTER 3

The Internal Environment: Resources, Capabilities, and Core Competencies

Strategic Management and Strategic Competitiveness

KNOWLEDGE OBJECTIVES

Studying this chapter should provide you with the strategic management knowledge needed to:

1. Define strategic competitiveness, strategy, competitive advantage, above-average returns, and the strategic management process.
2. Describe the 21st-century competitive landscape and explain how globalization and technological changes shape it.
3. Use the industrial organization (I/O) model to explain how firms can earn above-average returns.
4. Use the resource-based model to explain how firms can earn above-average returns.
5. Describe vision and mission and discuss their value.
6. Define stakeholders and describe their ability to influence organizations.
7. Describe the work of strategic leaders.
8. Explain the strategic management process.



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One possible strategy GM could use to improve its performance would be to produce a smaller number of models but focus more on design and engineering.