

# 新编国际商务管理概论

(英文版)

朱文忠 编著



对外经济贸易大学出版社



国家级双语教学示范课程推荐教材  
全国高等院校经管专业双语教材  
全国高等院校商务英语专业规划教材（本科）

# 新编国际商务管理概论

（英文版）

## Introduction to International Business Management

朱文忠 编著

对外经济贸易大学出版社  
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**Introduction to International  
Business Management**

朱文忠 编著

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# Preface

## 前 言

近年来,伴随着经济全球化的加快和“一带一路”倡议的推进,企业走出去参与国际竞争的机会与日俱增,外向型经济的增长幅度越来越快,社会对既懂英语又懂管理的国际化高端商务人才的需求量越来越大,而且这种复合型国际商务人才在人才市场上的竞争优势越来越明显。因此,用英语讲授工商管理专业课程,已经或正在成为我国高等教育教学工作必须强调的重中之重。然而,在我国“全英”或“双语”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,更是这样。在我国高校和培训中心,虽然也引进了大量的外国原版书籍,如各类 MBA 教程等,但是这些原版书大多数都是些又厚又重的书籍或者长篇大论的论著,有的篇幅多达上千页,教学实用性和方便性较差,针对性不强,学生学习起来吃力,而且原版书费花销过大,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全英教学的实际情况,于 2007 年精心编写并出版了《国际商务管理概论(英文版)》,2010 年进行了第一次修订,2017 年在前两版的基础上进行较大范围修订及调整,推出这本《新编国际商务管理概论(英文版)》。

修订的目的:一是更新、补充或完善了课程内容和关键术语;二是添加了一些新的案例;三是更新了本课程的 PPT 电子课件;四是更新了一些网络练习,同时删除部分内容等。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、更加方便实用、更加浅显易懂的国际商务管理课程的教学用书或辅助读物。

本书也是在我国国家教委大力倡导和提倡“全英”或“双语”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、研究生、出国培训等教学工作中得到了有效的应用，通过 8 年多的教学实践检验，实际教学效果良好，深受学生的欢迎。

本书作为广东外语外贸大学校级精品课程《当代商业概论》（英）（作者为本课程负责人）的教材和辅助用书，2007 年入选广东外语外贸大学“十一五”规划教材；2009 年，《当代商业概论》（英）课程被教育部和广东省教育厅分别评为国家级双语教学示范课程和省级精品课程，该书因而成为国家级双语教学示范课程和省精品课程的专门用书或辅助教材；2015 年，本书又获评为广东省省级精品教材。

本书选题多样化、内容丰富，基本涵盖了国际商务管理的主要理论或领域，例如企业战略管理理论、营销管理理论、人力资源管理理论、生产和经营管理理论、财务管理理论等。全书共分为 29 个章节，也即 29 个课题。每一个课题后面大都编有一个小的案例，供同学们或学习者将理论与实际更紧密地结合起来，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，以方便老师们和学习者自学时参考之用。

本书适合于如下几个方面的本科、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全英或双语学习专业课教程或选修课教材；
- 各类继续教育学院或公开学院有关商务英语专业的课程教学用书或参考用书；
- 各类院校国际 MBA 或 EMBA 课程的教材、学习用书或参考书；
- 各类企事业单位在职培训的英语课程教材或学习参考书籍等。

本书编者清楚地认识到，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。

本书在编写过程中参考了大量的欧美原版国际商务管理研究文章和书籍。同时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

广东外语外贸大学

2017 年 11 月

# 出版说明

随着中国与世界日益频繁的经济互动，用国际上的通用语言来思考、交流、工作的能力也越来越受到重视，既具有扎实专业知识又掌握娴熟外语的复合型人才成为现今市场的主要需求。双语教学就是在这种背景下顺应时代的产物。

根据教育部高等教育司的定义，双语教学是指将母语外的另一种外国语言直接应用于非语言类课程教学，并使外语与学科知识同步获取的一种教学模式。双语教学体现了现代教育思想，融外语与学科知识教学于一体，注重提高学生专业外语水平和直接使用外语从事科研的能力；注重促进学生专业知识、外语水平及能力素质的全面发展，增强学生直接使用外语从事国际经贸的涉外能力、适应能力以及国际商务实战技能。

为了适应市场需求和高校教学需要，对外经济贸易大学出版社组织编写了这套全国高等院校经管专业双语教材，主要适用于全国高等院校经管、金融、法律等专业、商务英语专业和英语专业的商务/应用/外贸英语方向的学生。

本系列每本教材的编著均遵循“user-friendly”（方便使用者）的指导思想，从体例安排到语言风格均旨在满足使用者（包括教授方与学习方）的实际需求，力图避免外文原版教材在体例与内容上使中国学习者“水土不服”的弊端。整套教材内容包括《国际贸易理论与实务（英文版）（第四版）》《国际商务谈判（英文版）（第二版）》《国际贸易实务（英文版）（第三版）》《国际贸易实务（英文版）（第二版）辅导用书》《国际金融（英文版）（第二版）》《国际贸易法（英文版）》《国际商务管理概论（英文版）》《基础会计（英文版）（第二版）》《基础会计（英文版）（第二版）教师用书》《新编国际结算与案例（英文版）》《国际商法（英文版）（第二版）》《新编国际商务管理概论（英文版）》等。本系列教材将从国内高等院校的教学实际出发，随着高校双语教学的发展而扩充完善。

本套教材的编写队伍来自全国重点高等本科院校，编写教师均有着双语实际教学经验，这是本套教材编写质量的重要保证。

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2017年11月

## 作者简介

朱文忠：博士、教授、博士生导师。河南大学外语系文学学士；英国南安普敦大学管理学院 MBA 硕士；中山大学管理学院企业管理博士；英国兰卡斯特大学和澳大利亚昆士兰大学访问学者。历任中国工商银行中高级管理职位；广东外语外贸大学国际商务英语学院副院长，研究生处副处长，商学院副院长兼 MBA 教育中心执行主任，商学院执行院长，现任商学院院长，广外拉丁美洲研究中心主任，教授，博士生导师，兼任《广东财经大学学报》SSCI 期刊英文编辑，广东省社会责任研究会副秘书长、广东省人力资源研究会副会长、中国企业管理研究会企业文化委员会副主任、广东省工商管理硕士教学指导委员会成员。具有复合型教师特色，全英或双语讲授《当代商业概论》《管理学》《商业伦理》《国际结算》《商业银行管理》《市场营销》等课程，其中《当代商业概论》获评国家级双语教学示范课程和省级精品课程，《当代商业伦理与社会责任》获评国家级和省级精品视频公开课程，《商业伦理》获评省级研究生示范课程。英国政府“志奋领”奖学金获得者。主要研究方向：企业社会责任研究、商务英语教育研究。近年发表论文数十篇，其中 SSCI、SCI、EI 期刊论文多篇，CSSCI 期刊论文多篇，被人大复印全文转载 3 篇，被新华文摘转载 1 篇，出版专著 3 本、编著和教材 7 本，其中国家“十一五”规划教材 1 本，省级精品教材 1 本，完成或在研各类项目多项。



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## *Topic 1*

# Business Activity (1)



### **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 is defined as any profit-seeking activity or enterprise providing goods or services to meet the need of society. Business activity refers to the specific things done by a business in order to produce an output — a product or a service. The nature of business activity is illustrated in the following figure:



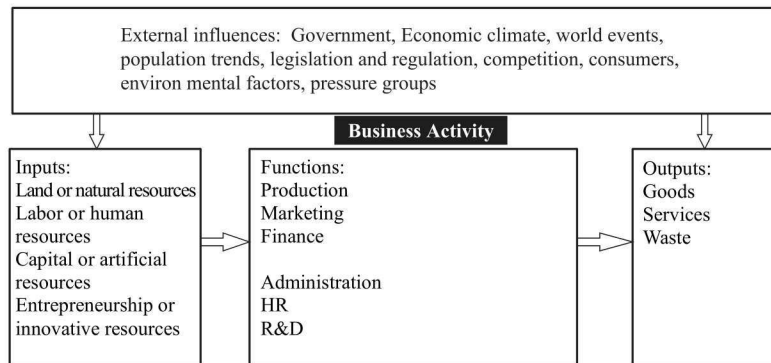


Figure 1-1 The nature of business activity

### Business resources (inputs)

Businesses must use resources or factors of production in business activity in order to produce some outputs. Generally, there are four basic factors of production for a business to carry out its business activity.



Table 1-1 Four basic factors of production

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

- 1) Land as a natural resource 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, which concern about the development strategies of a firm. Examples for renewable and non-renewable resources can be seen in the following table:

To understand the difference between renewable resources and non-renewable resources used by a business is of great importance for it to develop a proper future development strategy.

**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 as a human resource is the workforce of a business. They are paid wages or salaries for their services. Here are the three members of workforce in a business.

**Table 1-3** Members of the workforce in a business

<b>Members of the workforce in a business include:</b> <ol style="list-style-type: none"> <li>1) Manual workers</li> <li>2) Skilled workers</li> <li>3) Management</li> </ol>
---

- 3) Capital as artificial or man-made resources refers to the wealth or fund that can be applied by a firm to create profit, 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. It should be noted that information, technology and patent can also be

classified as capital in that they are very valuable wealth that can be used to create more wealth.

- 4) Entrepreneurship as an entrepreneurial resource refers to the willingness to take risks to create and operate a business. In the past, entrepreneurship was not regarded as one of the factors of production. But, today, it has become a very important factor of production.

It should be noted that each of the above-mentioned factors of production will be connected with its corresponding payment factors conveying costs of business activities, for instance, renting for land, interests for capital, wages for labor and profits for entrepreneurship.

## Business functions

Business functions are parts of a business's operation system, which should work together to achieve an objective or organizational goal. Major functions a business carries out may be seen in the following table:

**Table 1-4 Six business functions**

Business functions	Brief explanation
• Production	Changing natural resources into products such as mining coal in a coal mine, producing a car in a factory, etc, which is called goods production; turning raw materials into services, which is service operation.
• Marketing	Marketing activities, such as market research, advertising, promotion, distribution, etc.
• Finance	Recording financial transactions, auditing financial statements, controlling the flow of money, etc.
• Administration	Communication, producing documents for meetings, dealing with enquiries, arranging visits, public relations, etc.
• HR (human resources)	Management of people, such as recruitment, trainings, health and safety, payment system and performance assessment, etc.
• R&D (research and development)	Research on new products, research on new technology, etc.

**Attention:**

The above six business functions which can not cover all 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 corporate and work together to produce a product or service.

**Business outputs — goods, services and waste**

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 — some 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, which is determined by the buyer and the purpose of use.

Consumer goods may fall into two types as well: namely durable goods (usually lasting for a long time) and non-durable goods (usually lasting for a short time). It is important to understand the different categories of goods because they also mean different choices in the development of strategies. See some examples for them in the following table.





Table 1-5 Examples of durable and non-durable goods

<b>Durable goods:</b>	<b>Non-durable goods:</b>
<input type="checkbox"/> Television	<input type="checkbox"/> Food
<input type="checkbox"/> Book	<input type="checkbox"/> Newspaper
<input type="checkbox"/> Car	<input type="checkbox"/> Drink
<input type="checkbox"/> Furniture	<input type="checkbox"/> Soap
<input type="checkbox"/> ...	<input type="checkbox"/> ...

### Questions for revision

- 1) State the definition of business activity.
- 2) State the definition for factors of production and their corresponding payment factors.
- 3) Explain the 6 functions involved in a business and the reason why they must be highly integrated.
- 4) Explain the difference between capital goods and consumer goods.

### Case study

Let's assume that you are now visiting a local clothing factory in your 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 the discussion based on the following questions:

#### Questions for group discussion:

- 1) Please give examples of resources: land, labor and capital that the factory may be using.
- 2) What 6 business functions may be carried out in the factory? Please explain your answers by giving examples as well.
- 3) What type of products is the factory producing, consumer goods or capital goods?



continued

- 4) If the business is not a clothing manufacturing business but a catering service business, what can be its business resources, functions and external influencing factors?

### Internet exercise

Locate the website for any local firm and find out its major business inputs, functions and outputs based on Figure 1-1 The nature of business activity.

### Key terms

business activity 企业经营活动  
factors of production 生产资料或生产要素  
business resources 企业资源  
natural resources 自然资源  
human resources 人力资源  
artificial resources 人造资源  
entrepreneurial resources 企业家资源或创业资源  
entrepreneurship 企业精神或企业家精神  
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  
catering service 餐饮服务