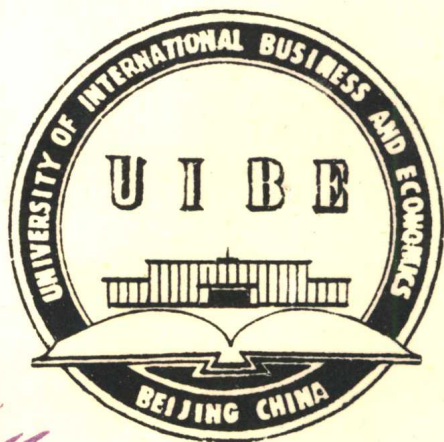


对外经贸英语读物丛书 ■ 孙维炎 主编

# 国际经营导论

Introduction to International  
Business

■ 徐子健 姚志君 编著



对外经济贸易大学出版社

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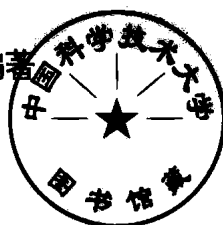
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编辑委员会

主 编	孙维炎		
副主编	黄震华		
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## 序 言

我国实行改革开放政策已有十多个年头了。十多年来,我国的经济发展取得了举世瞩目的成就,对外经济贸易事业也有了长足的进步。近年来,外贸形势又有了可喜的进展,新的外贸体制调动了各方面的积极性,使进出口贸易额都有了较大的增长,吸收外资和对外投资也都呈现出新的好势头。

对外经贸事业能不能持续发展,除了其他种种因素之外,一个重要的条件是有没有足够的称职的人才。这些年来,通过多种渠道,多种形式,培养了大批从事外经贸的各类专业人才,但无论从数量还是质量上看,都还远远不能满足需要,都难以适应客观实际的要求,主要的困难似乎在于这些人才发展不够平衡,不够全面,多数人总是缺胳膊、少腿的。如有的人懂得外贸业务,但不熟悉专门知识,外语也显不足;有的人精通有关的专门知识,也已了解一些外贸业务知识,但外语能力很弱,对外经贸外语更是生疏;有的人外语不错,但缺乏有关的专门知识,对外贸业务和外贸外语一窍不通。总之,各个方面都精通的“全才”真是太少了。这势必严重地影响我国对外经贸业务的发展。面对这样的现实,我们对外经济贸易大学的一些同志看到了自己的责任,一致认为需要做一点工作,来改变这种状况。经过商议,我们决定用比较浅近通俗的英文编写一套外经贸方面的专业丛书,供有一定英语基础的外经贸工作者和在校的大学生阅读,以扩大他们的外经贸

专业知识,提高英语水平。我们希望这套丛书能为促进我国的对外经济贸易事业的发展起到一定的作用。

孙维炎

一九九二年十二月五日

于北京

## 前 言

二次战后,科学技术的突飞猛进导致了世界经济的迅速发展,跨国公司也随之不断发展壮大,并逐渐成为国际经济舞台上的主角。90年代,随着世界经济一体化的趋势日益加强,走向国际的企业继续增加,从而使国际市场的竞争更加激烈和复杂。

我国自改革开放以来,综合国力迅速增强,尤其在经济建设方面取得了举世瞩目的巨大成就,从而使我国在世界经济舞台上占有越来越重要的位置。目前我国一些企业已初步具备跨国经营、参与国际竞争的能力和条件,正在走出国门,迈向国际市场。随着我国社会主义市场经济机制的逐步形成和我国经济发展水平进一步提高,将会有更多的企业进入国际企业的行列。

在这日益拥挤的国际市场上,每一个企业都会遇到众多强大的竞争对手,都面临着成功与失败的严峻考验。企业能否经得住这场考验,不仅取决于企业的经济和技术实力,而且取决于企业对国际市场的了解和其经营管理能力。为了适应我国企业国际化经营的需要,我们用英文编写了这本《国际经营导论》,着重介绍跨国公司的经营管理问题,供广大的对外经济贸易工作者、高等院校有关专业学生学习和参考。本书内容涉及国际经营的环境、战略、组织、营销、财务、会计、税收、人力资源等方面,各章内容既有联系,又具有相对的独立性。

本书的第1—6章、第8章由徐子健编写,第7章、第9—12章由姚志君编写,由徐子健总纂。编著者在此衷心感谢对外经济贸易大学孙维炎校长、黄震华副校长及诸葛霖教授对本书内容的修改提出了宝贵意见。

由于编著者的业务和英语水平有限,缺点和错误在所难免,敬请广大读者批评指正。

**编著者**

一九九五年三月



# CONTENTS

<b>Chapter 1</b>	<b>INTERNATIONAL BUSINESS:</b>	
	AN OVERVIEW .....	(1)
	Motivation for International Business .....	(2)
	Types of International Business .....	(4)
	Four Degrees of Corporate	
	Internationalization .....	(12)
	The Multinational Corporation .....	(18)
	China's Foreign Economic Relations	
	and Trade .....	(25)
<b>Chapter 2</b>	<b>THEORIES OF INTERNATIONAL BUSI-</b>	
	<b>NESS</b> .....	(32)
	International Trade Theory .....	(33)
	Foreign Direct Investment Theories .....	(43)
	The Geobusiness Model .....	(54)
<b>Chapter 3</b>	<b>THE FOREIGN ECONOMIC</b>	
	<b>ENVIRONMENT</b> .....	(63)
	Size of the Market .....	(63)
	Nature of the Economy .....	(75)
	National Economic Comparison .....	(81)
	Regional Economic Integration .....	(86)

<b>Chapter 4</b>	<b>THE FOREIGN CULTURAL ENVIRONMENT</b> .....	(94)
	The Meaning of Culture .....	(95)
	Language .....	(97)
	Religion .....	(103)
	Aesthetics .....	(114)
	Attitudes and Values .....	(117)
	Material Culture .....	(120)
	Education and Social Institutions .....	(122)
 <b>Chapter 5</b>	 <b>THE FOREIGN POLITICAL AND LEGAL ENVIRONMENT</b> .....	 (125)
	Defining Political Environment and Political Risk .....	(125)
	Specific Political Risks to Overseas Operations .....	(128)
	Political Risk Assessment .....	(137)
	International Legal Perspectives .....	(140)
	Host—Country Laws .....	(145)
	Arbitration .....	(152)
 <b>Chapter 6</b>	 <b>INTERNATIONAL ECONOMIC ORGANIZATIONS</b> .....	 (154)
	The International Monetary Fund .....	(154)
	The World Bank .....	(157)
	GATT and WTO .....	(163)

	Regional Development Banks .....	(174)
<b>Chapter 7</b>	<b>INTERNATIONAL BUSINESS</b>	
	STRATEGIES .....	(180)
	Background for Strategic Planning in the International Context .....	(180)
	The Basic Steps in Formulating Strategy .....	(184)
	Global Strategy Issues .....	(187)
	Expansion Strategies .....	(191)
	A Global Habit of Mind .....	(198)
<b>Chapter 8</b>	<b>ORGANIZING FOR INTERNATIONAL OPERATIONS</b> .....	(201)
	Structures at the Early Stages .....	(202)
	The International Division Structure .....	(205)
	Global Structures .....	(211)
	Factors Affecting the Choice of Organizational Structure .....	(222)
<b>Chapter 9</b>	<b>MARKETING ABROAD</b> .....	(227)
	Market Screening .....	(228)
	Standardization versus Differentiation ...	(234)
	Product Strategies .....	(235)
	Promotional Strategies .....	(241)
	Pricing Strategies .....	(249)
	Distribution Strategies .....	(254)

<b>Chapter 10</b>	<b>INTERNATIONAL ACCOUNTING AND TAXATION .....</b>	<b>(260)</b>
	Factors Influencing the Development of Accounting .....	(260)
	The Requirements on the MNC Accounting Systems .....	(264)
	Harmonization of Differences .....	(268)
	Transactions in Foreign Currency .....	(270)
	Translation of Foreign Currency Financial Statements .....	(273)
	International Taxation .....	(279)
 <b>Chapter 11</b>	 <b>INTERNATIONAL FINANCIAL MANAGEMENT .....</b>	 <b>(287)</b>
	Financing Sources .....	(288)
	Capital Budgeting .....	(292)
	Global Cash Management .....	(298)
	Managing Foreign Exchange Risk .....	(306)
 <b>Chapter 12</b>	 <b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT .....</b>	 <b>(319)</b>
	International versus Domestic Human Resource Management .....	(320)
	Matching Strategy and Human Resources	

.....	(324)
Sources of Managers .....	(325)
Criteria for Recruitment and Selection	
.....	(329)
Training and Development .....	(334)
Compensation .....	(344)

# Chapter 1

## INTERNATIONAL BUSINESS: AN OVERVIEW

International business includes any type of business activities that cross national borders<sup>①</sup>. These activities may be movements of goods, services, capital, or personnel; transfers of technology, information, or data; or even the supervision<sup>②</sup> of employees. International business has emerged as a separate branch of study<sup>③</sup> and management training, because the growing scale and complexity of business transactions across national boundaries<sup>④</sup> give rise to<sup>⑤</sup> new and unique<sup>⑥</sup> problems of management and government policy that have received inadequate attention in traditional areas<sup>⑦</sup> of business and economics. International business differs from domestic business in that<sup>⑧</sup> a firm operating accross borders must deal with the forces of three kinds of environments—domestic, foreign, and international. In contrast, the company whose business activities are carried out within the borders of one country needs to be concerned essentially with only the domestic environment.

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① 国界 ② 管理,监督 ③ 一个独立的研究分支 ④ 国界  
⑤ 引起 ⑥ 独特的 ⑦ 传统领域 ⑧ 在……方面

Even in this case, however, no domestic firm is entirely \*free from<sup>①</sup> the foreign or international environmental forces because the possibility of having to face foreign competition from imports or foreign competitors who set up operations in its own market is always present.

## Motivation<sup>②</sup> For International Business

There are three major motivations for firms to pursue international business. These are to expand sales, to acquire resources, and to diversify<sup>③</sup> sources of sales and supplies.

### 1. Sales Expansion

Sales are limited by the number of people interested in a firm's products and services and by the customers' capacity<sup>④</sup> to make purchases. Since the number of people is larger and the degree of their \*purchasing power<sup>⑤</sup> is higher for the world as a whole than for a single country, firms may increase their sales potentials<sup>⑥</sup> by defining markets in international terms<sup>⑦</sup>.

Ordinarily larger sales mean higher profits. If, for example, each sales unit has the same mark-up<sup>⑧</sup>, more volume translates<sup>⑨</sup> to more profits. International sales are thus a major

---

① 不受……影响 ② 促动因素,动力 ③ 使…多样化 ④ 能力  
⑤ 购买力 ⑥ 潜力 ⑦ 通过打入国际市场 ⑧ 加在商品成本上的)毛利 ⑨ 转化为

motive for firms' expansion into international business. A United Nations study indicated that among the largest industrial firms in the world, about 40 percent of their sales come from outside their 'home markets<sup>①</sup>.

## 2. Resource, Technology and Know-how<sup>②</sup> Acquisition<sup>③</sup>

Few nations possess sufficient domestic supply of all the resources needed by their firms. Sometimes, firms of developed countries procure resources from developing countries to reduce their costs, thus increasing their 'market shares<sup>④</sup> and profits. An important reason often cited<sup>⑤</sup> by firms of developing countries investing in developed countries is the acquiring of advanced technology and management know-how.

## 3. Geographical Diversification

Companies usually prefer to avoid 'wild swings<sup>⑥</sup> in their sales and profits; so they seek out foreign markets and procurement 'as a means to this end<sup>⑦</sup>. Many Western firms 'take advantage of<sup>⑧</sup> the fact that the 'timing of business cycles<sup>⑨</sup> differs among countries. Thus while sales decrease in one country that is experiencing a recession<sup>⑩</sup>, they increase in another that is undergoing recovery<sup>⑪</sup>. Also, by depending on supplies of the

---

① 国内市场 ② 诀窍,指一种可以转让和传授的、不对外公开的、且没有专利权的技术知识。 ③ 获得 ④ 市场份额,指一家公司的销售额在该行业的总销售额中所占的比重。 ⑤ 被引证 ⑥ 大幅变化 ⑦ 作为达到这一目的的手段 ⑧ 利用 ⑨ 商业周期发生的时间 ⑩ 衰退 ⑪ 复苏



same product or component from different countries, a company may be able to avoid the full impact of price swings or shortages in any one country that might be 'brought about'<sup>①</sup>, for example, by a strike.

## **Types of International Business**

An international company can achieve its international business aims via different forms of activities—ranging from imports and exports of merchandise through contractual arrangements to direct investment.

### **1. Merchandise Imports and Exports**

Merchandise exports are goods sent out of a country, whereas merchandise imports are goods brought in.

Exporting and importing of goods are the major sources of international revenue<sup>②</sup> and expenditure<sup>③</sup> for most countries. Among companies engaged in some form of international business, more are involved in importing and exporting than in any other type of transaction.

Importing and/or exporting is usually, but not always, the first type of foreign operations in which a firm gets involved. This is because at an early stage of international in-

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① 由…引起 ② 收入 ③ 支出