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高等学校经济管理类双语教学课程用书

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INTERNATIONAL BUSINESS CLASSICS

# 国际商务

英文版·第11版

查尔斯·希尔 (Charles W. L. Hill) 著  
托马斯·霍特 (G. Tomas M. Hult)

INTERNATIONAL BUSINESS

..... Eleventh Edition .....



 中国人民大学出版社



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国际商务 (英文版·第 11 版)

查尔斯·希尔  
托马斯·霍特 著

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## 内 容 简 介

本书是国际商务经典著作*International Business*的英文影印版。该书英文版自中国人民大学出版社率先引进出版以来，受到国内读者的广泛关注和好评，被许多高校选为“国际商务”双语课程或全英语课程的参考书。

本书保持了原著作作为国际商务教材典范的一贯特色：既有综合性，又有现代性；综合阐述国际商务问题正反两方面的理论和观点；注重各章论题的整体连贯性；强调与管理实践的密切关联，可读性和趣味性强。

第11版新增了一名合作者霍特教授，两位教授对各章内容进行了更新，包括：及时补充学者的研究成果；确保本书的内容涵盖所有重要问题；融入新的事件、统计数据和例子；大部分章节增加了新的有启发性的章首案例和章末案例；各章都包含提升读者能力的globalEDGE网站“研究任务”专栏；把各章内容与其的管理应用联系在一起。

本书适用于我国高校本科生、研究生、MBA、国际商务硕士的双语教学和全英文教学，也适合作为跨国企业及涉外企业商务人士的培训用书和自学用书。



## 作 者 简 介

查尔斯·希尔 (Charles W. L. Hill) 美国华盛顿大学商学院布莱克讲席教授，拥有英国曼彻斯特大学理工学院博士学位。曾执教于曼彻斯特大学理工学院、得克萨斯农工大学及密歇根州立大学。在《美国管理学会学报》《美国管理学会评论》《战略管理》《组织科学》等学术杂志上发表论文50多篇，撰写有关战略管理和国际商务的大学教材两本。在华盛顿大学为MBA、EMBA及博士生授课，荣获多项优秀教学奖。

托马斯·霍特 (G. Tomas M. Hult) 美国密歇根州立大学布罗德商学院营销与国际商务拜因顿讲席教授，国际商务中心主任，国际商务学会会员，并在该学会担任执行董事和创始总裁。服务于美国地区出口委员会，担任中密歇根国际贸易中心和谢恩基金会的董事会成员。《营销科学杂志》编委；在《国际企业研究杂志》《美国管理学会学报》《战略管理》《管理学报》等学术杂志上发表论文50多篇。

# 出版说明

随着经济全球化的深入发展，国际贸易、投资和商务活动日益频繁，企业不可避免地要应对来自全球范围的更加激烈的竞争。与许多跨国公司相比，我国企业在国际化环境下成功运作的经验不足，国际化经营水平还比较低。更重要的是，我国国际商务专门人才极度短缺。

适应经济发展的要求，加速国际商务专门人才的培养和培训已成为我国高等学校面临的紧迫任务。2010年，经国务院学位委员会批准，在部分高校设立国际商务硕士专业学位；2012年，教育部颁布了《普通高等学校本科专业目录（2012年）》，将国际商务专业从目录外专业调整为基本专业。

顺应这一教育发展趋势，中国人民大学出版社在成功出版“工商管理经典译丛”的基础上，精心策划并适时推出了“国际商务经典译丛”（翻译版）和“国际商务经典丛书”（英文版）两套丛书。丛书所选书目，都是国际知名教授的经典著作，经过长期教学实践检验，多次再版且畅销不衰，被许多国家的著名大学和专业经管院校采用，包括查尔斯·希尔的《国际商务》、托马斯·普格尔的《国际贸易》和《国际金融》、沃伦·基根的《全球营销》等。

在引进和出版这两套丛书的过程中，我们力求基于目前国际商务专业的核心课程，既帮助高校建立自己的课程体系，又兼顾企业国际化经营的实际需要。同时，我们在编辑出版的过程中，对引进版图书的内容严格把关，取其精华，对不严谨或不当之处进行删改，确保图书质量。我们希望，得益于政府相关部门的大力支持，立足于教育机构、高等学校对企业需求和学科发展的关注，通过吸收高校师生在教学过程中的反馈意见和建议，并且依靠像中国人民大学出版社这样一批职业出版人的不懈努力，最终促进我国管理教育国际化的发展、我国企业国际竞争力的提升以及具有全球视野的国际商务专门人才的成长。

愿我们出版的这两套丛书，能对读者在系统学习国际商务基本理论知识、改善自身国际商务实践、全面提升自己的英语表达和跨文化沟通能力等方面有所助益。

中国人民大学出版社

# THE PROVEN CHOICE FOR INTERNATIONAL BUSINESS

## **RELEVANT. PRACTICAL. INTEGRATED.**

It is now about a quarter of a century since work began on the first edition of *International Business: Competing in the Global Marketplace*. By the third edition the book was the most widely used international business text in the world. Since then its market share has only increased. The success of the book can be attributed to a number of unique features. Specifically, for the eleventh edition we have developed a learning program that

- Is comprehensive, state of the art, and timely.
- Is theoretically sound and practically relevant.
- Focuses on applications of international business concepts.
- Tightly integrates the chapter topics throughout.
- Is fully integrated with results-driven technology.

Over the years, and through now eleven editions, Dr. Charles Hill has worked hard to adhere to these goals. The eleventh edition, with Dr. Tomas Hult as a coauthor, follows the same approach. It has not always been easy. An enormous amount has happened over the past years, both in the real world of economics, politics, and business, and in the academic world of theory and empirical research.

Often, we have had to significantly rewrite chapters, scrap old examples, bring in new ones, incorporate new theory and evidence into the material, and phase out older theories that are increasingly less relevant to the dynamic world of international business. As noted later, there have been significant changes in this edition—and that will no doubt continue to be the case in the future. In deciding what changes to make, we have been guided not only by our own reading, teaching, and research, but also by the invaluable feedback we received from professors and students around the world, from reviewers, and from the editorial staff at McGraw-Hill. Our thanks go out to all of them.

## **RELEVANT AND COMPREHENSIVE**

To be relevant and comprehensive, an international business package must

- Explain how and why the world's cultures, countries, and regions differ.
- Cover economics and politics of international trade and investment.

- Tackle international issues related to ethics, corporate social responsibility, and sustainability.
- Explain the functions and form of the global monetary system.
- Examine the strategies and structures of international businesses.
- Assess the special roles of an international business's various functions.

This text has always endeavored to be relevant, practical, and integrated. Too many other products have paid insufficient attention to some portion of the topics mentioned, being skewed toward a particular portion of international business. Our goal has always been to cover macro and micro issues equally, and in a relevant, practical, and integrated manner. We believe that anything short of such a breadth and depth of coverage is a serious deficiency. Many of the students in these international business courses will soon be working in international businesses, and they will be expected to understand the implications of international business for their organization's strategy, structure, and functions in the context of the global marketplace. We are proud and delighted to have put together this international business learning experience for the leaders of tomorrow.

Relevance and comprehensiveness also require coverage of the major theories. It has always been a goal to incorporate the insights gleaned from recent academic scholarship into the book. Consistent with this goal, insights from the following research, as a sample of theoretical streams used in the book, have been incorporated:

- New trade theory and strategic trade policy.
- The work of Nobel Prize-winning economist Amartya Sen on economic development.
- Samuel Huntington's influential thesis on the "clash of civilizations."
- Growth theory of economic development championed by Paul Romer and Gene Grossman.
- Empirical work by Jeffrey Sachs and others on the relationship between international trade and economic growth.
- Michael Porter's theory of the competitive advantage of nations.
- Robert Reich's work on national competitive advantage.

- The work of Nobel Prize–winner Douglass North and others on national institutional structures and the protection of property rights.
- The market imperfections approach to foreign direct investment that has grown out of Ronald Coase and Oliver Williamson’s work on transaction cost economics.
- Bartlett and Ghoshal’s research on the transnational corporation.
- The writings of C. K. Prahalad and Gary Hamel on core competencies, global competition, and global strategic alliances.
- Insights for international business strategy that can be derived from the resource-based view of the firm and complementary theories.
- Paul Samuelson’s critique of free trade theory.
- Conceptual and empirical work on global supply chain management—logistics, purchasing (sourcing), operations, and marketing channels.

In addition to including leading-edge theory, in light of the fast-changing nature of the international business environment we have made every effort to ensure that this product was as up to date as possible when it went to press. A significant amount has happened in the world since we began revisions of this book. By 2016, almost \$4 trillion per day was flowing across national borders. The size of such flows fueled concern about the ability of short-term speculative shifts in global capital markets to destabilize the world economy.

The world continued to become more global. Several Asian economies, most notably China and India, continued to grow their economies at a rapid rate. New multinationals continued to emerge from developing nations in addition to the world’s established industrial powers. Increasingly, the globalization of the world economy affected a wide range of firms of all sizes, from the very large to the very small. And unfortunately, global terrorism and the attendant geopolitical risks keep emerging in various places globally, many new and inconceivable just a decade ago. These represent a threat to global economic integration and activity.

## What’s New in the Eleventh Edition

The most obvious change to the eleventh edition of *International Business* is the addition of a coauthor, G. Tomas M. Hult. Professor Hult is the John W. Byington Endowed Chair, professor of marketing and international business, and director of the International Business Center in the Eli Broad College of Business at Michigan State University. He is a notable scholar in the area of international business, marketing, and management, and a well-known

expert on global supply chain management, global strategy, and marketing strategy. In addition, he has played a major role in the Academy of International Business, and is currently the executive director and foundation president of the Academy of International Business.

I am delighted to have Tomas on the book. Tomas has been a long-term user of the book and has contributed end-of-chapter material to the book for many editions (e.g., he is responsible for the Research Tasks that use Michigan State’s [globaledge.msu.edu](http://globaledge.msu.edu) knowledge resource). I believe that his skills complement my own. His energy, enthusiasm, and knowledge base helped make an already strong book even better. Tomas has made significant new contributions to all chapters in this edition, including most notably Chapters 4 on culture; Chapter 5 on ethics, corporate social responsibility, and sustainability; Chapters 10 to 12 on the global monetary system; Chapters 13 to 15 on strategy and structure; Chapters 16 to 20 on international business functions.

The success of the first 10 editions of *International Business* was based in part on the incorporation of leading-edge research into the text, the use of the up-to-date examples and statistics to illustrate global trends and enterprise strategy, and the discussion of current events within the context of the appropriate theory. Building on these strengths, our goals for the eleventh edition have focused on the following:

1. Incorporate new insights from scholarly research.
2. Make sure the content covers all appropriate issues.
3. Make sure the text is up to date with current events, statistics, and examples.
4. Incorporate value-added globalEDGE features in every chapter.
5. Add new and insightful opening cases in most chapters.
6. Connect every chapter to a focus on managerial implications.

As part of the overall revision process, changes have been made to every chapter in the book. All statistics have been updated to incorporate the most recently available data, which typically refer to 2014 and 2015. For example, new examples, cases, and boxes have been added and older examples updated to reflect new developments.

Importantly, every chapter of the eleventh edition of *International Business* has a new feature spearheaded by Tomas. Specifically, we incorporated value-added globalEDGE features in every chapter. The Google number-one-ranked [globaledge.msu.edu](http://globaledge.msu.edu) site (for “international business resources”) is used in each chapter to add value to the chapter material and provide up-to-date data and information. This keeps chapter material constantly and

dynamically updated for teachers who want to infuse globalEDGE material into the chapter topics, and it keeps student abreast of current developments in international business.

## **BEYOND UNCRITICAL PRESENTATION AND SHALLOW EXPLANATION**

Many issues in international business are complex and thus necessitate considerations of pros and cons. To demonstrate this to students, we have adopted a critical approach that presents the arguments for and against economic theories, government policies, business strategies, organizational structures, and so on.

Related to this, we have attempted to explain the complexities of the many theories and phenomena unique to international business so the student might fully comprehend the statements of a theory or the reasons a phenomenon is the way it is. We believe that these theories and phenomena are explained in more depth in this work than they are in the competition, which seem to use the rationale that a shallow explanation is little better than no explanation. In international business, a little knowledge is indeed a dangerous thing.

To help students go a step further in expanding their application-level understanding of international business, each chapter incorporates two **globalEDGE research tasks** designed and written by Tomas Hult, Tunga Kiyak, and the team at Michigan State University's International Business Center and their [globaledge.msu.edu](http://globaledge.msu.edu) site. The exercises dovetail with the content just covered.

## **INTEGRATED PROGRESSION OF TOPICS**

A weakness of many texts is that they lack a tight, integrated flow of topics from chapter to chapter. This book explains to students in Chapter 1 how the book's topics are related to each other. Integration has been achieved by organizing the material so that each chapter builds on the material of the previous ones in a logical fashion.

### **Part One**

Chapter 1 provides an overview of the key issues to be addressed and explains the plan of the book. Globalization of markets and globalization of production is the core focus.

### **Part Two**

Chapters 2 through 4 focus on country differences in po-

litical economy and culture, and Chapter 5 on ethics, corporate social responsibility, and sustainability issues in international business. Most international business textbooks place this material at a later point, but we believe it is vital to discuss national differences first. After all, many of the central issues in international trade and investment, the global monetary system, international business strategy and structure, and international business functions arise out of national differences in political economy and culture.

### **Part Three**

Chapters 6 through 9 investigate the political economy of global trade and investment. The purpose of this part is to describe and explain the trade and investment environment in which international business occurs.

### **Part Four**

Chapters 10 through 12 describe and explain the global monetary system, laying out in detail the monetary framework in which international business transactions are conducted.

### **Part Five**

In Chapters 13 through 15 attention shifts from the environment to the firm. In other words, we move from a macro focus to a micro focus at this stage of the book. We examine strategies and structures that firms adopt to compete effectively in the international business environment.

### **Part Six**

In Chapters 16 through 20 the focus narrows further to investigate business functions and related operations. These chapters explain how firms can perform their key functions—exporting, importing, and countertrade; global production; global supply chain management; global marketing; global research and development (R&D); human resource management; accounting; and finance—to compete and succeed in the international business environment.

Throughout the book, the relationship of new material to topics discussed in earlier chapters is pointed out to the students to reinforce their understanding of how the material comprises an integrated whole. We deliberately bring a management focus to the macro chapters (Chapters 1 through 12). We also integrate macro themes in covering the micro chapters (Chapters 13 through 20).



## **ACCESSIBLE AND INTERESTING**

The international business arena is fascinating and exciting, and we have tried to communicate our enthusiasm for it to the student. Learning is easier and better if the subject matter is communicated in an interesting,

informative, and accessible manner. One technique we have used to achieve this is weaving interesting anecdotes into the narrative of the text, that is, stories that illustrate theory.

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## LEARNING OBJECTIVES

After reading this chapter, you will be able to:

- L01-1** Understand what is meant by the term *globalization*.
- L01-2** Recognize the main drivers of globalization.
- L01-3** Describe the changing nature of the global economy.
- L01-4** Explain the main arguments in the debate over the impact of globalization.
- L01-5** Understand how the process of globalization is creating opportunities and challenges for business managers.

## Medical Tourism and the Globalization of Health Care

### OPENING CASE

You might think that health care is one of the industries least vulnerable to dislocation from globalization. Like many service businesses, surely health care is delivered where it is purchased? If an American goes to a hospital for an MRI scan, won't a local radiologist read that scan? If the MRI scan shows that surgery is required, surely the surgery will be done at a local hospital in the United States? Until recently, this was true, but we are now witnessing globalization in this traditionally most local of industries.

Consider the MRI scan: The United States has a shortage of radiologists, the doctors who specialize in reading and interpreting diagnostic medical images, including X-rays, CT scans, MRI scans, and ultrasounds. Demand for radiologists is reportedly growing twice as fast as the rate at which medical schools are graduating radiologists with the skills and qualifications required to read medical images. This imbalance between supply and demand means that radiologists are expensive; an American radiologist can earn as much as \$400,000 a year. Back in the early 2000s, an Indian radiologist working at the prestigious Massachusetts General Hospital, Dr. Sanjay Saini, thought he had found a clever way to deal with the shortage and expense—send images over the Internet to India where they could be interpreted by radiologists. This would reduce the workload on America's radiologists and cut costs. A radiologist in India might earn one-tenth of his or her U.S. counterpart. Plus, because India is on the opposite side of the globe, the images could be interpreted while it was nighttime in the United States and be ready for the attending physician when he or she arrived for work the follow-

ing morning.

As for the surgery, here too we are witnessing an outsourcing trend. Consider Howard Staab, a 53-year-old uninsured self-employed carpenter from North Carolina. Mr. Staab had surgery to repair a leaking heart valve—in India. Mr. Staab flew to New Delhi, had the operation, and afterward toured the Taj Mahal, the price of which was bundled with that of the surgery. The cost, including airfare, totaled \$10,000. If Mr. Staab's surgery had been performed in the United States, the cost would have been \$60,000 and there would have been no visit to the Taj Mahal.

Howard Staab is not alone. Driven by a desire to access low-cost health care, some 150,000 Westerners visit India every year for medical treatments. In general, medical procedures in India cost about 10–20% less than in the United States. The Indian industry generates \$2 billion in revenues every year from foreign patients. In another example, after years of living in pain, Robert Beeney, a 64-year-old from San Francisco, was advised to get his hip joint replaced. After doing some research, Mr. Beeney elected instead for joint resurfacing, which was not covered by his insurance. Instead of going to a nearby hospital, he flew to Hyderabad in southern India and had the surgery done for \$6,600, a fraction of the \$25,000 the procedure would have cost in the United States.

Mr. Beeney had his surgery performed at a branch of the Apollo hospital chain. Apollo, which was founded by Dr. Prathap C. Reddy, a surgeon trained at Massachusetts General Hospital, runs a chain of 50 state-of-the-art hospi-