



高等学校经济管理类双语教学课程教材

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INTERNATIONAL BUSINESS CLASSICS

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# 国际商务

英文版

迈克尔·格林格 (J. Michael Geringer)

珍妮·麦克内特 (Jeanne M. McNett)

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## 内\容\特\色

本书是一本简明、创新的国际商务英文版教材。全书将国际商务内容分成三个部分15个模块来介绍,各模块之间既成体系,又方便读者灵活选用。

第一部分(模块1)讨论了国际商务的重要性及其与国内商务的不同,并简要回顾了全球化的历史。第二部分(模块2~8)聚焦国际商务环境中各种不可控的因素,如社会文化、可持续发展、政治、知识产权、经济等。第三部分(模块9~15)讨论管理者具体的国际商务活动,包括国际竞争战略、组织设计与控制、全球领导力、国际营销、人力资源管理、国际会计与财务等。

本书坚持以学生为导向,精心设计了学生感兴趣的“实践中的国际商务”“全球辩论”“拿下那份工作!”等专栏以及大量的开篇案例和迷你案例,非常适合用作国际商务、工商管理等专业双语教学或全英语教学教材。



## 主\要\作\者\简\介

迈克尔·格林格(J. Michael Geringer) 美国俄亥俄大学国际战略讲座教授,拥有华盛顿大学博士学位。撰写或主编30多本书、140多篇论文和40多个案例研究。担任多家国际领先杂志的编委。研究成果发表于《战略管理杂志》(SMJ)、《管理学会学报》(AMJ)、《国际商务研究杂志》(JIBS)等。荣获11项最佳论文奖,其中包括《国际商务研究杂志》颁发的最有影响力的论文十年大奖。



## 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“国际商务经典教材”（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

# A LETTER TO STUDENTS

Welcome to *International Business*. We are enthusiastic about the field of international business and the interesting challenges and opportunities it provides. In preparing *International Business* for you, our goal is to create the most accessible and personal learning program, so that our readers can share in the excitement we find in this field. Whether you are an undergraduate or are in an MBA program, an international business course is a necessary venue for helping you explore and understand the complexities that face us in today's ever more global business world. Our hope is that our content will answer questions about business in different cultures, the impact of geography, why products are the same (or different) across cultures, why people have different practices, the continued growth and effect of the Internet on international business, how you can succeed in this global world and many, many more questions. The field of international business is exciting and dynamic, so there are always new questions and sometimes there are new answers to old questions.

Each of the 15 modules provides you with a condensed presentation of international business topics. Within each module, contemporary, student-focused examples offer you an immediate appreciation of the critical importance of the concept under discussion. Alongside more traditional developed-country applications throughout the text, we also integrate extensive examples that apply to emerging-market contexts, and that highlight key changes occurring in the global economy. All applications are current, relevant, readable, and challenging. Together they provide you with a truly global view of business. Eye-catching photos, maps, and figures, plus exclusive features like *Get That Job! From Backpack to Briefcase* vignettes and *Culture Facts* cultural highlights, reinforce the appeal and readability of the material, personalize the content, and enhance your enjoyment and your learning. Looking for an even more personal experience, and an efficient and effective way to study? Ask your Instructor how you can access this content via SmartBook® or visit [www.learnsmartadvantage.com](http://www.learnsmartadvantage.com).

We wish you an exciting journey of discovery within the field of international business, both in your academic training and in your personal and professional careers!

Sincerely,

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# STORY OF THE LEARNING PROGRAM

*International Business* was developed to make international business more accessible and the teaching and learning experience more personal in order to allow all students to become informed global citizens with a global mind-set.

## FLEXIBLE LEARNING EXPERIENCE ACCESSIBLE TO ALL

- This new learning program presents the essential content in **15 compact modules** that are carefully written with today's student reader in mind.
- The chapters are designed from the ground up to speak to your students by introducing them to international business concepts unfolding in the world around them. **Contemporary examples** explore the decisions of businesses from around the world, such as YouTube, Twitter, Walmart, Xiaomi, eBay, Nestlé, Mondelez, Starbucks, Zara, Nissan, Mattel, Apple, McDonald's, Cognizant, Kiva, Chobani, and Google. Specific student-relevant features of every chapter include an introductory example that focuses on the chapter's main ideas with a narrative to which students can relate.
- In-text **Global Debate** material, eye-catching photos, maps, and figures reinforce the appeal, build geography skills, and increase accessibility and readability.

## PERSONAL LEARNING EXPERIENCE

- To provide a more personal connection with the student reader, the authors connect the content to **culture** wherever appropriate in the narrative, and include additional fun **Culture Facts** cultural highlights to provide a stimulating set of examples to help intrigue and interest the students and make content more personally relevant.
- Exclusive **Get That Job! From Backpack to Briefcase** vignettes feature recent graduates succeeding in international roles within their organizations.
- The SmartBook® program provides students with an easy-to-use, effective, and efficient study experience. The adaptive learning platform paces and reinforces learning, and supports a flipped classroom pedagogy in which students learn the basic material outside of class and class time is dedicated to applications and problem solving.
- The authors have written the content in a unique, modular format allowing faculty to personalize their course according to specific requirements and course goals. Each module and the bonus modules have been written to stand on their own, a unique feature that provides additional flexibility to the instructor and enhances comprehension for students.

## CURRENT AND RIGOROUS COVERAGE OF ESSENTIAL CONTENT

- The text's presentation of basic concepts includes the latest research and theory highlighted by engaging, student-centered applications. We believe rigor enriches learning, and when combined with the exceptional readability and relevance of our approach to the material, this rigor can motivate the learner to perform at a higher level. Rigor, readability, and relevance differentiate our book.
- The growing role of emerging markets, including the BRIC countries of Brazil, Russia, India, and China, is stressed in examples throughout the modules.

## AUTHOR-CREATED RESOURCES FOR EVERY COURSE FORMAT

- Instructors adopting *International Business* will find it easy to deliver the course in a variety of formats, including large lecture, online, hybrid, and flipped classrooms. The author team has carefully developed instructor support materials as well as application exercises designed to involve students and bring them closer to the concepts covered.
- An **end-of-module mini-case** is provided to spark class discussion and apply concepts to the situation facing an international business or international manager.



# MODULE WALKTHROUGH

*International Business* is organized into three sections to maximize its utility to instructors and students alike. The opening section, Module 1, defines the nature of international business and the three environments in which it is conducted, as well as the nature and continuing importance of international institutions and how they affect business. The second section, comprised of Modules 2 through 8, focuses on the uncontrollable forces at work in all business environments and discusses their inevitable impact on business practice. We devote the third and final section, Modules 9 through 15, to a discussion of how managers deal with all the forces affecting international business.

**Module 1: The Challenging Context of International Business:** Discusses the importance of international business and how it differs from domestic business. Describes the history of globalization and the internationalization of business and markets, including the driving forces encouraging firms to internationalize their operations. Compares key arguments in favor of and opposing the globalization of business.

**Module 2: International Trade and Investment:** Describes trends and traits of international trade and foreign direct investment. Introduces and distinguishes among the theories that explain why certain goods are traded internationally. Describes the growth of and explanations for foreign direct investment.

**Module 3: Sociocultural Forces:** Explores what culture is and its influence on business. The module looks at how cultures show themselves, provides frameworks for analyzing cultures, describes the global mind-set and a model for building strength from diverse cultures, and closes with advice for operating in other cultures.

**Module 4: Sustainability and Natural Resources:** Describes environmental sustainability in a business context, provides frameworks for sustainability, examines the characteristics of environmentally sustainable businesses, and then moves to a discussion of natural resources that includes geography and energy options.

**Module 5: Political Forces That Affect Global Trade:** Looks at government involvement in business, the importance of government stability to business, the role of country risk assessment, and the ways governments impede trade through tariffs and other trade barriers.

**Module 6: Intellectual Property Rights and Other Legal Forces:** Reviews legal systems and the rule of law, discusses legal concerns in international business, the ways intellectual property can be protected, and the international standardization of some laws. Examines specific national-level legal approaches in competition, trade, tort, ethics, and accounting.

**Module 7: Economic and Socioeconomic Forces:** Explains the purpose of economic analysis and discusses different categories of countries based on levels of national economic development. Explores human-needs development and global population trends involving urbanization, treatment of gender, ethnicity, and other sociocultural factors.

**Module 8: The International Monetary System and Financial Forces:** Describes the development of the international monetary system from the gold standard through today's floating currency exchange rate system and describes the process of exchange rate movement. Discusses the financial forces governments can exert and the significance of the balance of payments to international business decisions.

**Module 9: International Competitive Strategy:** Examines international competitive strategy and how companies use strategic planning to address international business opportunities and challenges. Discussion includes how companies develop competencies to give them competitive advantage in national, regional, and global markets.

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**Module 10: Organizational Design and Control:** Explains why the design of organizations is important to international companies and the various dimensions managers must consider when designing their organizations. Explains why and how decision making is allocated across subsidiaries of an international company, both wholly owned and jointly owned.

**Module 11: Global Leadership Issues and Practices:** Covers issues associated with global leadership, including the importance of creating a global mind-set, what is different between global leadership and domestic leadership, and the competencies necessary for effective global leadership. Identifies approaches for selecting and developing effective global leaders, as well as the challenges of leading global teams and global change.

**Module 12: International Markets: Assessment and Entry Modes:** Provides approaches to market screening and environmental analysis. Describes some of the issues market researchers may encounter in foreign markets. Explains international market entry modes.

**Module 13: Marketing Internationally:** Looks at considerations associated with marketing products internationally and ways in which these considerations differ from domestic marketing activity.

Addresses issues including discussion of differences between the total product, the physical product, and the brand name; considerations in deciding which parts of the marketing mix to standardize, localize, or “glocalize”; and international pricing and distribution strategies.

**Module 14: Managing Human Resources in an International Context:** Examines worldwide labor conditions and the international human resource management approach, including recruitment, selection, training and development, expatriation, and compensation. Identifies some of the challenges and opportunities of an expatriate position, for the expat and for his or her family members. Describes compensation packages for expatriate executives.

**Module 15: International Accounting and Financial Management:** Outlines the major accounting issues related to operating in international currencies, explores the benefits of triple bottom line accounting, reviews capital structure choices, describes why ICs move funds. Reviews foreign exchange risks and their hedging. Looks at taxation as an international financial force.

In addition to the 15 core modules discussed above, *International Business* provides three additional bonus modules, to provide coverage of selected material that may be of particular value to students and instructors.

**Bonus Module A: International Institutions from a Business Perspective:** Describes why international institutions are important to business, including an introduction to institutional theory. Describes several significant international and regional institutions, including the UN, the IMF, the World Bank, and the OECD. Examines the major trading blocks as successful institutions and their levels of economic integration.

**Bonus Module B: Export and Import Practices:** Examines practices and procedures for engaging in exporting and importing, including sources of export counseling and support, key terms used in exporting and importing, sources of export financing, and export documentation.

**Bonus Module C: Global Operations and Supply Chain Management:** An overview of important operations issues in conducting international business, including the management of international supply chains, the relationship between design and supply chain management, alternatives for global sourcing arrangements, and key issues in decisions regarding global standardization of production processes and procedures.

# 1

# The Challenging Context of International Business

**“TRAVEL IS FATAL TO PREJUDICE, BIGOTRY, & NARROW-MINDEDNESS, AND MANY OF OUR PEOPLE NEED IT SORELY ON THESE ACCOUNTS. BROAD, WHOLESOME, CHARITABLE VIEWS OF MEN AND THINGS CANNOT BE ACQUIRED BY VEGETATING IN ONE LITTLE CORNER OF THE EARTH ALL ONE’S LIFETIME. ”**

—Mark Twain,  
in *Innocents Abroad*

## LEARNING OBJECTIVES

*After reading this module, you should be able to:*

- LO 1-1**     **Show** how international business differs from domestic business.
- LO 1-2**     **Describe** the history and future of international business.
- LO 1-3**     **Discuss** the dramatic internationalization of business.
- LO 1-4**     **Identify** the kinds of drivers that are leading firms to internationalize their operations.
- LO 1-5**     **Compare** the key arguments for and against the globalization of business.