

MBA精选教材·英文影印版

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STRATEGY AND THE BUSINESS LANDSCAPE

[第2版]

# 战略管理

Pankaj Ghemawat 著



北京大学出版社  
PEKING UNIVERSITY PRESS

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## 出版者序言

自 2001 年 12 月加入世界贸易组织以来,中国进一步加强了与世界各国的政治、经济、文化各方面的交流与合作,这一切都注定中国将在未来世界经济发展中书写重要的一笔。

然而,中国经济的发展正面临着前所未有的人才考验,在许多领域都面临着人才匮乏的问题,特别是了解国际贸易规则、能够适应国际竞争需要的国际管理人才,更是中国在未来国际竞争中取胜的决定性因素。因此,制定和实施人才战略,培养大批优秀人才,是我们在新一轮国际竞争中赢得主动的关键。

工商管理硕士(MBA)1910 年首创于美国哈佛大学,随后 MBA 教育历经百年风雨不断完善,取得了令世人瞩目的成绩。如今,美国 MBA 教育已经为世界企业界所熟知,得到社会的广泛承认和高度评价。MBA 教育在我国虽起步较晚,但在过去十余年里,我国的 MBA 教育事业发展非常迅速,也取得了相当显著的成绩。

目前,国内的 MBA 教育市场呈现一片繁荣景象,但繁荣的背后却隐藏着种种亟待解决的问题。其中一个就是教材的问题。目前,国内市场上国外引进版教材在一定程度上还存在新旧好坏参差不齐的现象,这就需要读者在使用引进版教材时进行仔细的甄别。

北京大学出版社推出的《MBA 精选教材·英文影印版》弥补了国内 MBA 教材市场的缺憾,给国内 MBA 教材市场注入了一股新鲜的血液。全套丛书基本覆盖了北京大学 MBA 的主修课程,包括:管理学、营销学、战略管理、管理信息系统、运作管理、人力资源管理、商务沟通、国际金融、金融管理、决策分析、货币银行学、会计学等。另外,在十几门主课的基础上又增加了几门高级选修课程,包括:国际会计学、组织行为学、投资学、商务学、财务报表解析、管理会计、管理沟通、商业伦理学、企业家精神等。

本套丛书的筛选大体上本着以下几点原则:(1)出“新”。克服以往教材知识陈旧、落后的弊端,大部分教材都与国外原版书同步出版。(2)出“好”。本套丛书收入了美国哈佛大学、斯坦福大学、麻省理工学院等著名院校所采用的教材,如《管理学》、《营销管理架构》、《管理信息系统》、《人力资源管理》、《财务会计》、《管理会计》、《面向管理的数量分析》等;本套丛书还收入了著名学术界宗师包括斯蒂芬·罗宾斯(《管理学基础》)、菲利普·科特勒(《营销管理架构》)、查尔斯·霍恩格伦(《财务会计》)等人的学术巨著。(3)出“精”。大多数教材都是再版多次,经过不断的修改和完善而成的。

本套《MBA 精选教材·英文影印版》集合了美国经济学界和管理学界各个学科领域专家的权威巨著,该丛书经过北京大学光华管理学院及其他著名高校知名学者的精心选编,包括了大量精深的理论指导和丰富的教学案例,真正称得上是一套优中选精的 MBA 教材。

### 致谢

本套教材是我社与国外一流专业出版公司合作出版的,是从大量外版教材中选出的最优秀的一部分。在选书的过程中我们得到了很多专家学者的支持和帮助,可以说每一本书都经过处于教学一线的专家、学者们的精心审定,北京大学出版社英文影印版教材的顺利出版离不开他们

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本套丛书的顺利出版还得到了培生教育出版集团(Pearson Education)北京办事处的大力支持,对他们的付出我们也致以深深的谢意。

### 教 辅 材 料 说 明

教材,顾名思义教学之材料,它和普通的书籍有一个很大的区别,就是必须“方便教师教学”。所以,好的教材更需有完备的教学辅助材料相匹配,且每一本教材都要有教辅材料,只有配备了齐全的辅助材料才能称其为完整的教材。《MBA精选教材·英文影印版》系北京大学出版社获全球最大的教育出版集团——美国培生教育出版集团(Pearson Education)独家授权之英文影印版本。培生教育出版集团旗下的国际知名教育图书出版公司 Prentice Hall/Addison Wesley/Longman 出版的高品质的经济管理类出版物,已成为全美乃至全球高校采用率最高的教材,享誉全球教育界、工商界。我社在选择此套教材的过程中,尽量选择了教辅材料齐全的教材,这些教辅材料包括:教学指导用书、教学提纲、测试题、解答题、课堂演示文稿等,以书、幻灯片、CD、CD-ROM 等形式出现。同时,这些材料还可通过访问培生教育出版集团的相关网址:<http://www.prenhall.com>、<http://www.pearsoned.com>、<http://www.aw.com> 免费下载。

欲获得相关教辅材料的教师烦请填写每本书后面所附的《教学支持说明》,以确保此教辅材料仅为教师获得。

### 出 版 声 明

本套丛书是对国外原版教材的直接影印,由于各个国家政治、经济、文化背景的不同,原书中出版者和作者所持观点及结论尚需商榷,请广大读者在阅读过程中加以认真分析和鉴别。我们希望本套丛书的出版能够促进中外文化学术交流,推进国内经济与管理专业的教学,为中国经济走向世界作出一份贡献。

我们欢迎所有关心中国 MBA 教育的专家学者对我们的工作进行指导,欢迎每一位读者给我们提出宝贵的意见和建议。

北京大学出版社  
经济与管理图书事业部  
2006 年 1 月

## 关于本书

### 适用对象

适用于 MBA、EMBA 或本科生的战略管理课程,同时可作为企业管理人员的培训教材。

### 内容简介

本书是一本纲要性战略教材,旨在帮助学生在制定战略决策时掌握主要的分析工具。全书共分为六个部分,讲述了战略和企业愿景的产生背景、设计规划、竞争优势的建立、预期竞争对抗机制、保持卓越绩效的策略,以及选择公司领地等内容,从概念的角度说明战略的重要性,配以图表的形式使说理更加明晰。作者通过对战略和商业景致产生背景的分析,提出了自己的一些见解。本书的特色在于其从企业的视角阐述问题,可以给实践者提供战略上的指导。

### 作者简介

Pankaj Ghemawat,哈佛商学院工商管理研究生院工商管理系教授。在哈佛大学获得了应用数学学士学位和商务经济博士学位后,他于 1982—1983 年在伦敦的麦肯锡公司任职,并从那时起开始在哈佛商学院授课,为 MBA 讲授战略课程。

### 本书特色

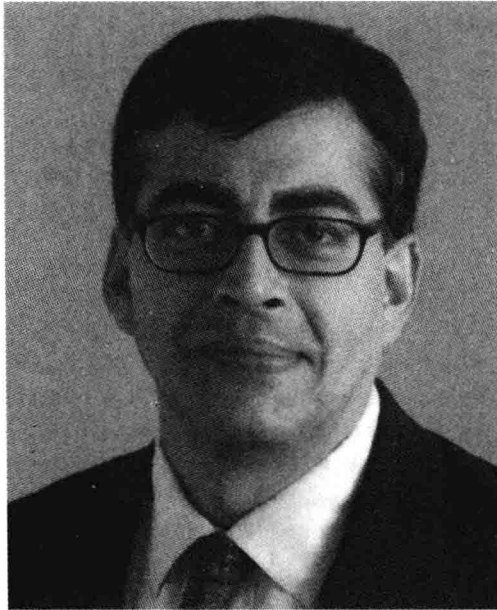
- 严谨性:本书建立在当代战略领域的研究成果之上,采取了以价值为着眼点、以公司为核心的视角,该视角与价值创造与转移方面的近期研究是一致的。
- 实用性:本书意图面向实践者或准实践者,为此本书的写作定位是对战略的简短介绍或是回顾,并且各章都提出了战略发展过程中的指导意见。
- 易读性:尽管新增加了两章,但本书与其他战略教材,甚至是多数商业著作相比,仍是相当简短的,这就增强了易读性。

### 本版更新

- 在继续强调实用性、易读性和严谨性的基础上,新增了两章:第 5 章,保持卓越绩效;第 6 章,选择公司领地。
- 通过推荐一系列可供参考的案例,为学生和教师在案例选择上提供更多的弹性。

*To my parents, Dr. Mahipal Singh Ghemawat and Mrs. Shanta Ghemawat,  
for engraining in me the desire to learn and to teach*

# About the Author



Pankaj Ghemawat is the Jaime and Josefina Chua Tiampo Professor of Business Administration at Harvard University's Graduate School of Business Administration. After receiving his A.B. in Applied Mathematics (Phi Beta Kappa) and his Ph.D. in Business Economics from Harvard University, he worked at McKinsey & Company in London in 1982—83, and has taught at the Harvard Business School since then. In 1991, Professor Ghemawat was appointed the youngest full professor in the Business School's history. There, his responsibilities have included spear heading the School's core strategy course for first-year MBAs and its strategy unit. In the past several years, he has also worked to develop a new course on international business strategy.

Professor Ghemawat's other publications include *Commitment* (1991) and *Games Businesses Play* (1997) as well as several dozen articles, book chapters and case studies. His current research focuses on competitive dynamics and on international business strategy. He serves as the department editor for *Strategy for Management Science*, as well as in a number of other editorial positions.

# Preface



The second edition of *Strategy and the Business Landscape* has been thoroughly updated as well as expanded to include two new chapters, competitive dynamics and corporate-level strategy, for which there seemed to be a significant demand. Like the first edition, however, it is grounded in my experience of teaching strategy to MBA students and executives at the Harvard Business School since the early 1980s. And it continues to emphasize relevance and readability as well as rigor.

In terms of rigor, *Strategy and the Business Landscape* is based on contemporary research in the field of strategy and adopts a value-focused, firm-centered perspective that is consistent with recent work on value addition and appropriation. In addition to tying together the discussions in the different chapters, this perspective promotes an analytical approach to strategy. At the same time, though, the book also begins with and maintains an explicitly historical perspective on strategy as a field. The hope is that an understanding of the history of the field may foster an ability to sort through the continual barrage of new ideas—some good and others bad—about strategy.

That last point relates as much to relevance as to rigor. *Strategy and the Business Landscape* is meant to be relevant to practitioners or practitioners-to-be, for whom it has been written as a short introduction to or refresher on strategy. That target readership has influenced decisions about how much detail to go into regarding academic research, and how much to draw on insights from business and consulting. Each of the chapters except the historical introduction concludes with a section that offers guidance for the strategy development process in terms of steps to follow or tests and principles to apply. And this conscious striving for relevance is reinforced by readability.

Readability is enhanced, most obviously, by the fact that, despite the two new chapters, this book is still much shorter than most trade books, let alone strategy textbooks. In addition, the maintenance of a unified perspective helps avoid unnecessary twists and turns. And last but not least, there are many richly detailed examples, including some featuring “inside” perspectives.

The first edition of *Strategy and the Business Landscape* included a set of Harvard Business School cases that were meant to illustrate, deepen, and extend the concepts developed in the text. Given trends in case usage, affording users flexibility in this regard seemed a superior option for the second edition. However, a suggested case map is included on the front inside cover of the text for reference.

It would have been impossible to prepare this book without aid and support from a number of different quarters. My most obvious debt is to my coauthors on the individual chapters in this book, Bruno Cassiman, David J. Collis, and Jan W. Rivkin (twice over). Each

pushed the chapter(s) in which he was involved to a new level and also provided copious feedback on some of the other chapters in this book. None of the three, however, should be presumed to have signed off on the entire end-product.

I am also indebted to other current and former colleagues at Harvard Business School and at IESE Business School, Barcelona, for very helpful comments on one or more of the chapters in this book, particularly Bharat Anand, Adam Brandenburger, Estelle Cantillon, Ramon Casadesus-Masanell, Giovanni Gavetti, Tarun Khanna, Cynthia Montgomery, Felix Oberholzer-Gee, Gary Pisano, Joan Ricart i Costa, Michael Rukstad, Jordan Siegel, John Wells, Dennis Yao, and Pai-Ling Yin. And Tom King of Progressive Insurance provided a practitioner's perspective on the entire book.

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I should also thank my high-powered research associate, Ken Mark, and my exceptionally able administrative assistant, Sharilyn Steketee, for invaluable help pushing this revised edition to completion, and David Parker and his editorial team at Prentice Hall for their patient pursuit of this project as I insisted on revising the chapters "one last time." And, as always, my wife, Anuradha Mitra Ghemawat, and my daughter, Ananya Maumita Ghemawat, provided support and animation.

Finally, a book such as this would have been infeasible without the work of all the scholars that underlies it, as well as all the students and practitioners that I have interacted with and learned from about these topics. They are owed many thanks as well.

Cambridge, MA  
 February 2005

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# The Origins of Strategy

If we wish to increase the yield of grain in a certain field and on analysis it appears that the soil lacks potash, potash may be said to be the strategic (or limiting) factor.

—CHESTER I. BARNARD

The term “strategy” ... is intended to focus on the interdependence of the adversaries’ decisions and on their expectations about each other’s behavior.

—THOMAS C. SCHELLING

Strategy can be defined as the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out those goals.

—ALFRED D. CHANDLER, JR.

This chapter reviews the history of strategic thinking about business through the mid-1970s. The historical perspective maintained throughout this book is attractive for at least three reasons:

- Despite thoughtful attempts over the decades to define **strategy** (see the quotations at the beginning of the chapter), a rash of manifestos continue to emerge that purport to redefine the term.<sup>1</sup> It would therefore be idiosyncratic to begin by tossing another definition onto the pile. Examining the history of strategic ideas and practice constitutes a less arbitrary approach to the study of strategy.
- The historical perspective organizes changing conceptions of strategy as envisioned or enacted by the participants in this field—academics, managers, and consultants—allowing us to identify patterns in what might otherwise seem to be the chaotic churn of ideas. Patterns of this sort are evident in all the chapters of this book: co-evolution with the environment, the development and diffusion of particular strategic paradigms, paradigm shifts, the recycling of earlier ideas, to name a few.
- Most ambitiously, the idea of path-dependence (one of the rallying cries of academic strategists since the mid-1980s) suggests that understanding of the history of ideas about strategy is essential to developing a more informed sense of where the field might go in the future.

In this chapter, we briefly discuss the origins of strategic ideas. We begin with some background, including military antecedents, and then move on to discuss the ideas

about strategy, especially portfolio planning, that were developed and disseminated by academics and consultants in the 1960s and early 1970s. We conclude by reviewing the dissatisfaction with the state of the field that had developed by the second half of the 1970s. In particular, the underdevelopment of the two basic dimensions of portfolio planning grids—environmental attractiveness and competitive positioning—set the stage for much of the subsequent work on these topics that is discussed in Chapters 2 and 3, respectively, and revisited from a corporate-strategy perspective in Chapter 6. Chapters 4 and 5 address the other weakness of portfolio planning by emphasizing the dynamic dimension of strategic thinking.

## BACKGROUND

“Strategy” is a term that can be traced back to the ancient Greeks, who used the word *strategos*, from which it is derived, to designate a chief magistrate or a military commander-in-chief. Over the next two millennia, refinements of the concept of strategy continued to focus on its military aspects. Carl von Clausewitz’s attempted synthesis in the first half of the nineteenth century is an especially notable example: He wrote that whereas “tactics . . . [involve] the use of armed forces in the engagement, strategy [is] the use of engagements for the object of the war.”<sup>2</sup> The adaptation of strategic terminology to a business context, however, had to await the Second Industrial Revolution, which began in the second half of the nineteenth century but really took off only in the twentieth century.<sup>3</sup>

The First Industrial Revolution (which spanned the mid-1700s to the mid-1800s) failed to induce much in the way of strategic thinking or behavior. This failure can be chalked up to the fact that while the period was marked by intense competition among industrial firms, virtually none of them had the power to influence market outcomes to any significant extent. Most businesses remained small and employed as little fixed capital as possible. The chaotic markets of this era led economists such as Adam Smith to describe market forces as an “invisible hand” that remained largely beyond the control of individual firms. Such firms required little or no strategy in any of the senses described in the quotations at the beginning of this chapter.

The Second Industrial Revolution, which began in the last half of the nineteenth century in the United States, saw the emergence of strategy as a way to shape market forces and affect the competitive environment. In the United States, the construction of key railroads after 1850 made it possible to build mass markets for the first time. Along with improved access to capital and credit, mass markets encouraged large-scale investment to exploit economies of scale in production and economies of scope in distribution. In some capital-intensive industries, Adam Smith’s “invisible hand” came to be supplemented by what Alfred D. Chandler, Jr., a famous historian, has termed the “visible hand” of professional managers. By the late nineteenth century, a new type of firm began to emerge, first in the United States and then in Europe: the large, vertically integrated company that invested heavily in manufacturing and marketing, and in management hierarchies to coordinate those functions. Over time, the largest companies of this sort began to alter the competitive environment within their industries and even to cross industry boundaries.<sup>4</sup>

The need for explicitly strategic thinking was first articulated by high-level managers at these large companies. For example, Alfred Sloan, the chief executive of Gen-