

国际 商务战略

WTO 国际商务英汉双语丛书

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王革非 编著
International
Business
Strategy

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辽宁教育出版社

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国际商务战略

International Business Strategy

王革非 编著

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《WTO 国际商务英汉双语丛书》总序*

于光远

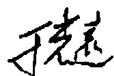
中国加入 WTO 不仅是中国的需要，也是世界上其他国家的需要。

“中国在国际贸易中的份额不断增加，地位持续上升，已成为全球举足轻重的贸易大国。世界贸易组织如无中国参加，就失去其普遍性。它接纳中国是全球一体化的必然。”联合国副秘书长金永健先生是这样评价中国参加 WTO 的重要性和必然性的。

加入 WTO，就要在我国普及 WTO 知识，包括普及 WTO 英语知识，使学习研究世界贸易专业的大学生、研究生、政府公务员、企业界人士，乃至各行各业人士都能熟悉 WTO。

因此，辽宁教育出版社出版《WTO 国际商务英汉双语丛书》是一项很有意义的事。我国从事商业领域，包括外贸、金融、商务、法律、海关、银行、会计等部门的专业人士和从业人员，都能从这套丛书中受益。

所以，我很高兴在这套丛书付梓的时候，为它写这样一篇总序。



2000 年 12 月 25 日于北京

* 于光远，中国社会科学院首任副院长，我国著名的经济学家和哲学家。

前 言

战略注重分析，强调过程并与决策紧密相连。因此战略的分析过程几乎涉及到商科所有要素，诸如像市场，财务，项目，人力资源，企业变革等方面的知识在战略的分析过程都会有所触及。因此战略集商科一切要素之大成，注重对企业内外部环境的分析和把握，注重对企业全局的控制，这是战略分析的基本出发点。如果说对环境的有效分析可以帮助企业准确地识别出自身所面对的外部机会和威胁是什么的话，那么企业的竞争优势则必须要建立在自身的核心能力之上，否则企业很难把握这已经识别出来的机会。如果说企业不是很了解自己，那么就很难发现自身的真正优势和劣势在哪里，也就无法将自身竞争优势和自身核心能力相对接。因此，内外部环境分析构成战略分析的核心是本书的一个着眼点。

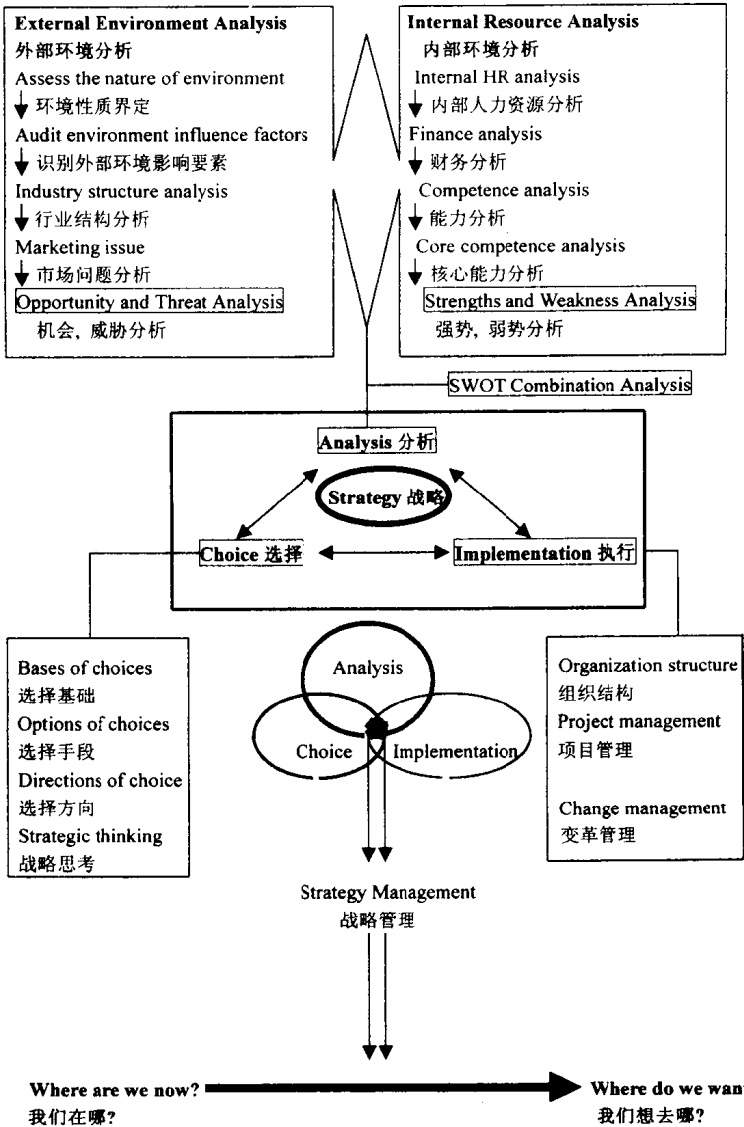
本书的部分内容来自我在英国整理过的 115 页的战略学学习笔记，参考了 150 页的战略学课堂讲义和阅读过的 30 多本较新的战略学参考书。由于欧洲战略学的精神是简洁、实用并注重可操作性，因此本书侧重将欧洲战略学的部分主要内容及其可操作工具介绍给大家。由于受篇幅所限，本书尽可能以简洁的方式将欧洲战略学中的部分经典内容、我的体会、欧洲教授最新的学术思想、概念和理论融入这本书中，并尝试着以浓缩的方式轮廓性地介绍给大家。希望她带给你一个广阔的思维空间，眼前一片开朗。

王革非

2001 年于英国利物浦商学院

Progress of Strategic Analysis and the Structure of the Book

战略分析的程序和本书结构



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Chapter One: Basic Conception of Strategy

1.1 *Conceptions of Strategy*

Nearly everyone knows the conception of what strategy it is, for example, strategy is concerned with the things that will happen in the future but present. While, the update definition of strategy is from the UK scholar, Mr. Johnson and Scholes. "Strategy", the direction and scope of an organization in the long term, is to achieve competitive advantage for the organization through the configuration of its internal resources in the changing environment and to meet the needs of markets and organization owners (G. Johnson & K. Scholes, 1999). In this definition, some key words such as direction, scope and changing environment should be concerned. For example, the "direction" is concerned with where is the organization going, "scope" is concerned with what is the organization doing and "changing environment" refers that the environment is dynamic. All these mean that you should consider something in the long-term for the whole organization. It also means that you must do a correct thing, not do just things correctly.

解说

企业战略是企业竞争力的基础，战略的选择形成企业管理的特点，同时与企业家的个性与素质密切相连。

对战略精髓的理解有利于战略分析过程的把握。

direction 发展方向

scope 经营范围

dynamic 变化的, 动态的

do a correct thing 做一件正确的事(含战略色彩)

do a thing correctly 把一件事做正确(有战术的意味)

Usually, strategy exists at three levels that could be defined as corporate level, business unit level and operational level. It means that the managers should consider strategy issue for the organization from these three levels. Good understandings to these levels could be a good support for further understanding to the strategy. That is: The corporate level refers to the whole purpose and scope of the organization to meet the needs of the organization owners. The business unit level refers to how to compete successfully in a specific market and the operational level concerns on how the component parts of the organization in terms of resources, people and their skills could effectively deliver the corporate and business strategy.

解说

corporate level strategy 宏观战略

business unit level strategy 中观战略

operational level strategy 微观战略

1.2 Strategic Management

1.2.1 Conception of Strategic Management

Strategic management not only includes the process of strategic decision-making facing the organization, but also includes things on how to make strategy into effect. Comparing with operation management such as efficient production of goods, management of sales force or financial control etc, strategic management nearly takes all the key business issues such as marketing, finance, operation, human resource management, change management and information management, etc. into consideration. Because of this, how to make effective strategic management is very important to the organization. Then, what is strategic management? Strategic management should include strategic analysis, strategic choice and strategic implementation. Here, the analysis process will provide a basis for strategic choice since analysis process could provide an overall understanding to the whole internal environment and external environment. While, the external analysis is the most important section in the strategic management.

解说

operation management 运做管理

issue 要素

Strategic analysis includes organization's mission and goal, environment analysis and resource analysis. Strategic choices include the basis of choice, options generation and directions evaluation. While the strategic implementation in-