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# 国际 商务管理

总主编 涂小贞

主 编 杨文明



高等教育出版社  
HIGHER EDUCATION PRESS

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编 者 汪文格

张丽莲



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廖丽洁

# 前 言

随着新经济时代的到来和全球经济一体化进程的加剧,中国比以往任何时候都更加需要既通晓英语交际又熟悉国际商务理念和惯例的国际化人才。在此背景下,我们在多年教学研究和实践的基础上,主动实施国际化战略,积极引进英国职业教育中国国家职业资格证书(NVQ: National Vocational Qualifications)体系中科学的教育理念,在教学实践中实施国际商务与英语教学一体化和教学与评估一体化的教学策略,以学生为主体,以教师为主导,突出教学的过程评估,强调学生职业能力和核心技能的培养。在上述教育思想和理念的指导下,经过编委们的精心策划和编写人员的共同努力,最终编著成了这套特色鲜明的国际商务系列高职高专类双语教材,希望能够为我国培养高职层次的国际化商务英语专业人才尽自己的绵薄之力。

本系列教材是新世纪广东省高等教育教学改革工作项目《中英职教商务文秘专业课程改革与实践》的成果之一。该项目由广东省教育厅牵头,与英国文化委员会合作开发,在教育部高职高专教育英语课程教学指导委员会的具体指导下,由深圳职业技术学院应用外国语学院负责实施。该系列教材的讲义曾在深圳职业技术学院应用外国语学院学生中试用,经过不断修改和润色,最终形成了本套国际商务系列双语教材。

本系列教材包括《国际市场营销》、《国际贸易实务》、《商务人力资源管理》、《国际商务管理》、《电子商务》、《国际商务交际》和《国际商务文秘》共7本。该系列教材独辟蹊径,以全新的视角诠释和探索国际商务与英语学习一体化的教学思想与规律,既具国际视野,又有中国特色,具体表现在以下5个方面:

1. 指导思想国际化:本教材的编写借鉴英国国家职业资格证书(NVQ)教育科学的的教学指导思想、先进实用的育人理念、以学生为中心的教学方法、模块化的教学方式、重在过程的多元化教学评估、强调核心技能的素质教育实践,从选材、体例到评估都体现了国际上先进的职业教育理念。

2. 评估体系的多元化:本系列教材在全国首创科学的教学评估体系,每本教材都配备了可操作性强、评估标准明确的《教学评估手册》,要求教学双方实施评估

内容、形式、方法、主体、时段的多元化。多元化评估有利于客观地评价学生的职业能力,促进学生持续地学习,培养学生良好的自学能力和自我评价能力。该手册的推出将是中国高职教育教材创新与改革的一大创举。

3. 核心技能的渗透化:本系列教材的学习任务和评估在设计上充分考虑了高职学生核心技能的培养,在学生活动和评估中培养专业技能的同时潜移默化地培养学生的沟通技能、ICT(Information and Communication Technologies)技能、团队合作技能和解决问题的技能等。

4. 教学设计的互动化:教材的编写与教学活动设计体现了“教师与学生的互动、课上与课下的互动、学校与社会的互动、学生与网络的互动、学生与学生的互动”。

5. 教材使用的人性化:教材的体例按照教学流程设计,每单元提供教学目标,中间穿插各种活动、任务和案例分析等,单元后提供项目模拟和能力评估标准,既便于教师教授,又适合学生自学。本系列教材的选材能够满足国际商务一线人员工作的需要,保证学生能够做到“学以致用”。

本系列教材的编写得到了广东省教育厅高教处、外事处的大力支持。深圳职业技术学院相关单位和领导从项目的申报到成果的产出均给予了方方面面的帮助,校长俞仲文教授更是站在我国高职教育创新发展的战略高度,对本系列教材的编写给予了具体的指导。外籍专家 David Winfield, Peter Luca 等做了大量英文审校工作。此外,深圳职业技术学院应用外国语学院的老师参与了教材编写的前期准备和教材的试用工作,为本系列教材的编写与出版做出了贡献,谨在此一并表示感谢!

由于编者水平和经验有限,错误和缺点在所难免,欢迎广大读者批评指正。

编者  
2006年1月

# Contents

## Part I For Students

<b>Unit One International Business Environment</b>	3
1.1 Economic Conditions	4
1.2 Industry Conditions	18
1.3 Global Conditions	23
<b>Unit Two Foundations of Management</b>	37
2.1 Defining Management	40
2.2 The Essence of Management	43
2.3 The Development of Management Thoughts	55
<b>Unit Three Strategic Management</b>	72
3.1 Strategy and Strategic Management	75
3.2 The Strategic Management Process	78
3.3 Levels of Strategy	90
<b>Unit Four Business Organizations</b>	104
4.1 Business Planning	106
4.2 Organization Charts and Organization Structure	113
4.3 Forms of Business Ownership	122
<b>Unit Five Organizational Culture</b>	136
5.1 Getting to Know Organizational Culture	138
5.2 Identifying Types of Organizational Culture	142
5.3 Learning to Read Organizational Culture	149
5.4 Diagnosing Organizational Culture	156
<b>Unit Six Management Communication</b>	167
6.1 Introduction to Communication	169
6.2 Organizational Communication	177
6.3 Communication as a Manager	188
<b>Unit Seven Operations Management</b>	197
7.1 Definition and Strategies of Operations Management	199

7.2	Operations Controls	208
7.3	Production Processes and Technology	215
<b>Unit Eight</b>	<b>Human Resources Management</b>	224
8.1	Introduction	226
8.2	Human Resources Management Activities	230
8.3	Environmental Concerns and Current Issues	248
<b>Unit Nine</b>	<b>Financial Management</b>	257
9.1	Accounting and Financial Analysis	258
9.2	Financing	267
9.3	Business Expanding	277
<b>Unit Ten</b>	<b>Marketing Management</b>	289
10.1	Developing and Pricing Products	291
10.2	Distributing Products	303
10.3	Promoting Products	312
<b>Unit Eleven</b>	<b>Management Information System</b>	326
11.1	Introduction to MIS	329
11.2	MIS Resources	335
11.3	Reengineering	348
<b>Unit Twelve</b>	<b>Project Management</b>	358
12.1	Introduction to a Project	360
12.2	Project Life Cycle	368
12.3	Project Management	382
<b>Appendix 1</b>	<b>Business Terms Bank(词汇总表)</b>	392
<b>Appendix 2</b>	<b>References</b>	408
<b>Part II</b>	<b>For Teachers</b>	
<b>Assessment Guidance</b>		413
Aims		413
Overall structure for elements		413
Assessment Procedures and Methods		414
Demonstrating Knowledge and Understanding		421
Roles of Candidate/Assessor/Internal Verifier		421
Grading System		423



Assessment Records for Unit One	425
Assessment Records for Unit Two	429
Assessment Records for Unit Three	433
Assessment Records for Unit Four	437
Assessment Records for Unit Five	441
Assessment Records for Unit Six	445
Assessment Records for Unit Seven	449
Assessment Records for Unit Eight	453
Assessment Records for Unit Nine	457
Assessment Records for Unit Ten	461
Assessment Records for Unit Eleven	465
Assessment Records for Unit Twelve	469

# **Part I**

## **For Students**





# Unit One

## International Business Environment

### *Learning Targets*

After learning this unit, you should be able to:

- Understand the importance of business environment for the development of a country or a company
- Identify the elements contained in the international business environment
- Make an analysis of business environment

### *Unit Contents*

#### **1.1 Economic Conditions**

- Microeconomic Factors and Business Performance
- Determining Market Prices
- Government and Economic Conditions

#### **1.2 Industry Conditions**

- Industry Characteristics and Business Performance
- Exposure to Industry Conditions

#### **1.3 Global Conditions**

- Motives to Engage in International Business
- Global Opportunities
- International Business and Direct Foreign Investment
- Foreign Characteristics and International Business

### Lead-in Case

#### Business Environment's Influence on Toys Supply

ZanyBrainy is a company which sells children's toys. Although the demand for its toys has grown greatly over time, the demand tends to be stronger when the economy is strong and customers have more income to buy toys. Its sales declined recently when the economy weakened. When the demand for its toys is high, ZanyBrainy generates a high level of revenue, and its business performance is high. When the demand for its toys is low, its performance tends to be weaker. ZanyBrainy anticipates the demand for its toys in the near future so that it can ensure that it has a large enough supply of toys to meet the future demand. Since its demand is dependent on economic conditions, the amount of toys that it will sell is dependent on economic conditions. In addition, government policies can affect economic conditions and must be considered as well.

#### Warm-up Questions:

1. How will prevailing economic conditions affect the demand for its toys?
2. How will prevailing government policies affect the economy and therefore, affect the demand for its toys?

The operations of a firm's business are influenced by many elements in business environment. Generally speaking, inside a country, a firm's business is influenced by economic conditions and industry conditions. Internationally, global conditions have great influence on a firm's business. This unit is to present economic conditions, industry conditions and global conditions which may influence a firm's operations.

## 1.1 Economic Conditions

Economic conditions reflect the level of production and consumption for a

particular country area, or industry. Macro-economic conditions reflect the overall of a country's economy; while microeconomic conditions are more focused on the business or industry.

## Macroeconomic Factors and Business Performance

The performance of most firms is highly dependent on three macroeconomic factors: economic growth, inflation and interest rates.

### Economic Growth

An important macroeconomic factor that affects business performance is economic growth, or the change in the general level of economic activity. When the economic growth of one country is higher than normal, the total income level of all workers in this country is relatively high, so there is a higher volume of spending on products and services. Since the demand for products and services is high, firms that sell products and services should generate higher revenue. When economic growth is negative for two consecutive quarters, the period is referred to as a recession.

Whereas high economic growth enhances a firm's revenue, slow economic growth results in low demand for products and services, which can reduce a firm's revenue. For example, General Motors and Ford Motor Company commonly shut down some factories in response to low economic growth.

### Indicators of Economic Growth

Two common measures of economic growth are the level of total production of products and services in the economy and the total amount of expenditures (also called aggregate expenditures). The total production level and total aggregate expenditures in one country are usually closely related, because a high level of consumer spending reflects a large demand for products and services. The total production level is dependent on the total demand for products and services.

Another indicator of economic growth is the unemployment level. Businesses may monitor various unemployment indicators because they can indicate whether economic conditions are improving. The four different types of unemployment are as follows:

**Frictional unemployment** (also referred to as natural unemployment)

represents people who are between jobs. That is, their unemployment status is temporary, as they are likely to find employment soon. For example, a person with marketable job skills might quit his/her job before finding a new one because he/she believes he/she will find a new job before long.

**Seasonal unemployment** represents people whose services are not needed during some seasons. For example, ski instructors may be unemployed in the summer.

**Cyclical unemployment** represents people who are unemployed because of poor economic conditions. When the level of economic activity declines, the demand for products and services declines, which reduces the need for workers. For example, a firm may lay off factory workers if the demand for its product declines.

**Structural unemployment** represents people who are unemployed because they do not have adequate skills. For example, people who have limited education may be structurally unemployed.

The cyclical unemployment level is probably the best indicator of economic conditions. When economic growth improves, businesses hire more people and the unemployment rate declines. But it is difficult to decide how much of the unemployment level is. Some people assume that when the unemployment rate changes, the change is primarily due to economic cycles. A lower unemployment rate may be interpreted as an indicator of increased economic growth. On the contrary, a higher unemployment rate is commonly interpreted as a sign of reduced economic growth.

Many other indicators of economic growth, such as the industrial production index, new housing starts, and the personal income level are compiled by divisions of the government and reported in business magazines and newspapers.

### **Inflation**

Inflation is the increase in the general level of prices of products and services over a specified period of time. The inflation rate can be estimated by measuring the percentage change in the consumer price index, which indicates the prices on a wide variety of consumer products such as grocery products, housing, gasoline, medical services, and electricity.

Inflation can affect a firm's operating expenses from producing products by increasing the cost of supplies and materials. Wages can also be affected by inflation. A higher level of inflation will cause a larger increase in a firm's operating expenses. A firm's revenue may also be high during periods of high inflation because many firms charge higher prices to compensate for their higher expenses.

### Types of Inflation

Inflation may result from a particular event that increases the costs of production. For example, when oil prices rise, gasoline prices increase and the costs of transporting products increase. Firms that incur higher costs from transporting their products increase their prices to cover the higher costs. This situation, when firms charge higher prices due to higher costs, is referred to as **cost-push inflation**.

Inflation can also be caused by strong consumer demand. Consider a situation in which consumers increase their demand for most products and services. Some firms may respond by increasing their prices. This situation, when prices of products and services are pulled up because of strong consumer demand, is referred to as **demand-pull inflation**. In periods of strong economic growth, strong consumer demand can cause shortages in the production of some products. Firms that anticipate shortages may raise prices because they are confident they can sell the products anyway.

Strong economic growth may place pressure on wages as well as prices. Strong economic growth may mean fewer unemployed people, so workers may negotiate for higher wages. Firms may be more willing to provide higher wages to retain their workers when no other qualified workers are available. As firms pay higher wages, production costs rise, and firms may attempt to increase their prices to recover the higher expenses.

### Interest Rates

Interest rates represent the cost of borrowing money. Businesses closely monitor interest rates because they determine the amount of expense a business will incur if it borrows money. If a business borrows \$100,000 for one year at an interest rate of 8 percent, the interest expense is \$8,000 (computed as  $0.08 \times \$100,000$ ). At an interest rate of 15 percent, however, the interest



expense would be \$15,000 (computed as  $0.15 \times \$100,000$ ).

Changes in market interest rates can influence a firm's interest expense because the loan rates that commercial banks and other creditors charge on loans to firms are based on market interest rates. Even when a firm obtains a loan from a commercial bank over several years, the loan rate is typically adjusted periodically (every six months or year) based on the prevailing market interest rate at that time.

Interest rates affect a firm's revenue as well as its interest expenses. For example, when interest rates rise, the cost for financing the purchase of new homes increases. Therefore, the demand for new homes typically declines, and firms that build homes experience a decline in business.

## Determining Market Prices

The performance of firms is affected by changes in the prices they charge for products (which influence their revenue) and the prices they pay for supplies and materials (which influence their operating expenses). The prices of products and supplies are influenced by demand and supply conditions.

The following framework uses demand and supply conditions to explain how prices of products change over time. The market price of a product is influenced by the total demand for that product by all customers. It is also affected by the supply of that product produced by firms. The interaction between demand and supply determines the price.

### Demand Schedule for a Product

The demand for a product can be shown with a demand schedule, or a schedule that indicates the quantity of the product that would be demanded at each possible price. Consider personal computers as an example. Assume that the demand schedule for a particular type of personal computer is as shown in the first and second columns in Figure 1.1 for a given point in time. If the price is relatively high, the quantity demanded by consumers is relatively low. For example, if the price is \$3,000, only 8,000 of these computers will be demanded (purchased) by consumers. At the other extreme, if the price is \$1,000, a total of 25,000 of these computers will be demanded by customers. The quantity of personal computers demanded is higher when the price is lower.