MBA易学课本 MBA Made Easy Series

案例分析:

管理学与市场营销学

CASES WITH ANALYSIS: Management and Marketing

英汉对照 English and Chinese

(澳)尼格拉斯·撒母耳 著 Nicholas Samuel PhD

黎平海译



暨南大学出版社

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CONSULTANT'S PREFACE

顾问的话

CONSULTANT'S PREFACE

The Book

Readers will find that this is no ordinary case book; this book extends beyond the cases to have as much emphasis on analysis of the cases, as on the cases themselves. Written and compiled by a chair professor with comprehensive international research and teaching experience, this book is distinguished by the following package of differentiating benefits to its audience:

- * the cases cover a range of complementary issues over the whole spectrum of the disciplinary areas of Management and Marketing, with each of the five parts corresponding to conventionally recognizable subjects;
- * the cases are based on the contemporary practices of actual companies or report realistic situations based on secondary information;
- * the cases are kept as short as possible without compromising their educational merit;
- * all cases have side-by-side Chinese translation for a better understanding of the English text by Chinese readers.

顾问的话

关于本书

读者们会发现,本书是一本非同寻常的关于案例的书籍。本书分析案例又突破案例藩篱的桎梏,其力度丝毫不亚于案例本身。本书由富有全面的国际教学与研究经验的主任教授编著,因具有以下几项整体优势而给读者带来卓尔不群的益处:

- *各个案例覆盖了管理学与市场营销学整个学科 领域中的一系列互为补充的问题,五个章节各自针对 一些普遍认同的学科内容:
- *各个案例均来自于真实的公司所进行的当代实践,或者以间接资料所提供的实情报告为根据;
- *各个案例均尽可能地做到简洁明了而又不失教育意义;
- *所有案例均附有汉语译文与之——对应,以利于中国读者更好地理解英语文本。

The cases are meant to provide interesting learning, as well as function as instructional tools. They show how contemporary managers think and behave, and how strategies bring about business success or failure. We believe that as much insight can be gained from business failures as from business successes. We hope that the cases presented will help to transform remote concepts into practical reality in a relevant and interesting manner.

We believe that case information, however interesting, would not enable learning without attendant analysis. So, principles from five subjects within the disciplinary areas of Management and Marketing have been rigorously applied to provide insightful analysis of the cases. Such analysis have been designed to deliver perceptual depth to the understanding of the management and marketing practices of individuals and firms.

The analysis accompanying the cases serve to demonstrate the instrumental power of management and marketing principles. Readers are encouraged to regard theoretical principles, not as ends in themselves, but as tools for improving business decision-making for business problem-solving. We hope that this would enhance the capability of this book to pro-

各个案例旨在提供有趣的阅读,并起到教学工具的作用。其间可见当代经管人员如何思维与行动,以及战略如何导致商业的成败。我们认为,从商业失败当中可以获取与从商业成功当中同样多的见识与顿悟。我们希望,这里呈现出来的案例,将以中肯和有趣的方式,有助于将一些模棱两可的概念转换成为现实。

我们认为,无论案例资料多么有趣,也无法在不作相关分析的情况下增长学识。因此,在管理学和市场营销学的学科领域内的五个科目当中抽象出来的原理,被严谨地得以应用,以便对这些案例进行富有洞察力的分析。这些分析旨在为理解个人和公司的管理与市场营销的实际而赋予一种感知上的深度。

案例所附的分析所起的作用,具有展示管理和市场营销原理的工具性威力。我们鼓励读者不将理论原理视为其本身的终结,而是作为因解决商务问题而改进商务决策的工具。我们希望,这将提高本书为教与学而提供一种平台的效能。

vide a vehicle for both learning and teaching.

The book provides comprehensive and balanced coverage of the subject matter. Comprehensiveness is achieved by classifying the cases into five categories that correspond to the conventionally recognizable subject areas of Management, Marketing Management, Marketing Principles, International Marketing, and Marketing Research. Balance is achieved, not only by complementarity in the range of problems addressed, but also by the particular nature of the cases. In the collection, while some cases deal with well-known companies, others deal with lesserknown companies; while some cases deal with larger corporations, others deal with more entrepreneurial ones; while some cases deal with high-tech companies, others deal with low-tech companies; while some cases are long, others are short; while some cases are goods-oriented, others are serviceoriented. The package of cases is designed to provide comprehensive and well-rounded learning of the disciplinary areas of Management and Marketing.

The Author

This book has benefited from the qualifications and experience of its author, Dr Nicholas Samuel Dr Samuel has a varied career in several countries, both

本书全面而均衡地涵盖了本学科的内容。所谓全面,体现在将案例一分为五,以便与普遍认同的学科领域遥相呼应,即管理学、市场营销学、市场管理原理、国际营销学和市场营销研究。而所谓均衡,并非仅仅涉及所提问题范围中的互补性,而且也考虑到一些案例的特殊性。在此书当中,有些案例涉及到一些著名的公司,而另外一些案例论述的公司则往往默默无闻;有些案例关系到大公司,而别的案例则与更具创业性的公司相关联;有些案例当知知,而其他一些案例当中的公司则技术含量却并不算高;有些案例长篇累牍,而有些案例却短小精悍;有些案例以商品为取向,而别的案例则以服务见长。各个案例从整体上旨在为进入管理学与营销学的学科领域中去的学习者提供综合与全面的知识。

关于作者

本书受惠于作者尼格拉斯·撒母耳博士的资质与 经历。撒母耳博士于多国拥有学术内外的多种职业。 inside and outside academica. He holds a Bachelor's Honours degree in Economics from the University of London, and Master's and Doctorate degrees from Michigan State University in the USA. Dr Samuel is the author of over 50 publications, including books on applied economics, management, and marketing.

For many years Dr Samuel was a Senior Policy Analyst and a Research Manager in policy and marketing for the Australian Government. Subsequently, as Chair Professor of Business and Marketing at the University of Adelaide, Dr Samuel was responsible for advancing the discipline of business and marketing through the authorship of several international publications as well as through the establishment and management of a leading industry journal *The Australasian Agribusiness Review*, of which he was Managing Editor.

Dr Samuel is the recipient of international awards for his research in the UK and China. In 1994, Dr Samuel was given expert status by the Chinese government for organising and managing the largestever market survey in China, which included interviews with 5,800 shoppers from Urumqi to Shanghai. In 1998, the Literati Club in the UK awarded Dr Samuel an award for excellence for publishing the outstanding

他在伦敦大学获得了经济学荣誉学士学位,在美国密执安州立大学获硕士与博士学位。撒母耳博士推出了50多种出版物,其中包括论述应用经济学、管理学和市场营销学的书籍。

多年来,撒母耳博士在澳大利亚政府中担任高级政策分析师和政策与营销研究主任。其后,撒母耳博士出任阿德赖德大学的商业与营销学系主任教授,通过主编几本国际性的刊物并创立与管理一本该行业首屈一指的杂志《澳亚农业综合经营》(他出任该刊总编辑),而致力于发展商业与营销原理。

撒母耳博士的研究曾在英国和中国获得过国际褒奖。1994年,撒母耳博士因组织与经办了中国有史以来最大的市场调查,而被中国政府授予了专家称号。该次调查囊括了对从乌鲁木齐到上海的5 800 位购物者所进行的访谈。1998年,英国学者俱乐部因撒母耳博士在《国际零售与管理杂志》上发表的杰出论文而授予他杰出大奖。

paper of the year in *The International Journal of Retail Distribution and Management.*

Dr Samuel's international experience has enhanced his inter-cultural communication skills for the writing of this book for a Chinese readership. Dr Samuel has held visiting professorships in the USA, China, and Australia, and has undertaken collaborative research with the Chinese Academy of Sciences in Beijing. He has also undertaken collaborative research in Australia, China, Thailand, Indonesia, and Vietnam. He currently teaches marketing subjects at both the undergraduate and post-graduate levels in Australia, Hong Kong SAR of PRC, Singapore, and the Hunan Province of PRC.

We hope that we have provided sufficient reasons for assuring readers about the quality and credibility of this book. We also hope this book will satisfactorily meet their needs.

Feona Lai MBA (Canberra)
Hong Kong
Robbert Poon MBA (Canberra)
Hong Kong

撒母耳博士的国际经历为其专门为中国读者撰写本书而提升了跨文化的交流技巧。撒母耳博士在美国和中国,以及澳大利亚均担任过访问教授,并与北京的中国社会科学院进行过合作研究。他也曾在澳大利亚、中国、泰国、印度尼西亚和越南从事过合作研究。目前,他在澳大利亚、中国香港、新加坡和中国湖南省为本科生和研究生讲授市场营销学课程。

我们希望业已提供了足够的理由,来让读者们确 认本书的质量与信誉。我们也希望读者们的需要能够 通过阅读本书而得到令人满意的满足。

> 香港 黎淑芬 工商管理硕士 (堪培拉大学) 香港 潘一平 工商管理硕士 (堪培拉大学)

AUTHOR'S ACKNOWLEDGEMENTS

The design of this casebook reflects a belief that information is not knowledge. While the cases describe management and marketing practices, their educational benefit would be limited without the attendant analysis provided. I am grateful to my many students, whose probing questions alerted me to the need for such complementarity. I could not explain this aspect of complementarity better than has been done in the preceding Consultant's Preface.

I acknowledge the effort of Ms Feona Lai in promoting and facilitating this venture. To Mr Robbert Poon I say many thanks for taking care of the business and technical matters.

This is the third in the series published by the Jinan University Press. For this I am grateful to Ms Zhang Nannan, whose initiative in this project and belief in my capabilities have been an inspiration to me.

The success of this book depends importantly on the quality of the translation. For this I am grateful to Mr Li Pinghai of Jinan University, Guangzhou. Mr Li Pinghai has once again done an excellent job in skill-

作者鸣谢

这本案例书籍的设计反映了一个信念,即资料并非知识。也就是说,本书案例描述了管理学与市场营销学的惯例,其教益若无分析相伴则会大打折扣。我感谢我的多位学生所提出的尖锐问题,提醒我关注到这些问题之间存在着相互补充的必要性。与前文"顾问的话"所说的工作相比,我在这方面所作的补充实在是有些相形见绌。

感谢黎淑芬女士在促进和帮助本书得以付梓一事 当中所作出的努力。至于潘一平先生,对他处理本书 的事务和技术上的问题我要多道几声感谢。

本书是暨南大学出版社推出的丛书中的第三部。 为此,我要对张南南女士策划该选题与信任我的能力 等方面表示感谢,正是在此基础上才使我获得了动力 与灵感。

此书的成功还大大地倚重于翻译的质量。为此, 我要感谢广州暨南大学的黎平海先生。他又一次出色 而娴熟地翻译了颇为复杂的概念,并准确地用汉语传 达了英语原文当中的微妙含义。 fully translating quite complex concepts, and accurately communicating in Mandarin the nuance in the English text.

I would be seriously remiss if I did not acknowledge the opportunities provided to me by my current employer, the University of Canberra.

Finally, I thank my wife Marini for her loving support during the prolonged periods of preoccupied silence it took to write this book.

Nicholas Samuel
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