

国家级双语教学示范课程推荐教材  
全国高等院校经管专业双语教材  
全国高等院校商务英语专业规划教材

# 国际 商务管理概论

(修订版)

(英文版)

Introduction to International Business Management (Revised Edition)

朱文忠 编著



对外经济贸易大学出版社

University of International Business and Economics Press

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# Preface

## 前 言

近年来，特别是在我国加入 WTO 后，企业、事业单位参与国际竞争的机会与日俱增，外向型经济的增长幅度越来越快，社会对既懂英语又通商务管理的人才需求量越来越大，而且这种“双高”性复合型人才在人才市场上竞争优势越来越明显。因此，用英语讲授专业管理课程，已经或正在成为我国高等教育教学工作必须加强的重中之重。然而，“全英”或“双语”教学的教材目前仍然十分匮乏，特别是那些便于讲授、易于理解和掌握的教材，更是这样。在我国高校和培训中心，虽然也引进了大量的原版书籍，如各类 MBA 教程等。但是原版书大多数都是些又厚又重的书籍或者长篇大论的论述，有的篇幅多达上千页，教学实用性较差，针对性不强，学生学习起来吃力，而且书费花销过大，有些家庭困难的同学根本负担不起。编者结合在国外攻读 MBA 硕士学位的经历、多年的企业管理工作经验以及我国商务英语教学的实际情况，2007 年精心编写并出版了这本《国际商务管理概论》（英文版），2010 年进行了第一次修订。

本次修订的目的：一是补充一些关键术语和课程内容；二是添加一些新的案例；三是附上本课程的 PPT 电子课件；四是添加一些网络练习等。希望能够为广大学习者和教育工作者提供一本更加贴近中国教育实际，更加方便实用，更加浅显易懂的国际商务管理课程的教学用书或辅助读物。

本书也是在我国国家教委大力倡导和提倡“全英”或“双语”讲授专业课程的大背景下，认真编写而成的一本具有贴近当代西

方最新工商管理理论和较强实用性的教程或学习用书。而且,目前该书已在本科、研究生、出国培训等教学工作中得到了有效的应用,通过 8 年多的教学实践检验,实际教学效果良好,深受学生的欢迎。

本书作为 2007 年学校精品课程《当代商业概论》(英)(作者为本课程负责人)的教材和辅助用书,2007 年入选广东外语外贸大学“十一五”规划教材;2009 年,《当代商业概论》(英)课程被我国教育部和广东省教育厅分别评为国家和省级双语教学示范课程,该书自然成为国家和省精品课程的专门用书或辅助教材。

本书选题多样化、内容丰富,基本涵盖了国际商务管理的主要理论,例如,企业发展战略管理理论、国际市场营销管理理论、人力资源管理理论、生产和经营管理理论和财务管理理论等。全书共分为 29 个章节,也即 29 个课题。每一个课题后面大都编有一个小的案例,供同学们或学习者将理论与实际更紧密的结合起来,提高学习的兴趣和实用性。另外,每一章节都附有一些关键术语的汉语注释,最后一章附有自我测验的试题一套,以方便老师们和学习者自学时参考之用。

本书适合于如下几个方面的研究生、本科或培训教学或学习之用:

- 各类国际经济贸易、金融、法学、商务管理等借助英语全英或双语学习专业课教程或选修课教材;
- 各类继续教育学院或公开学院有关商务英语课程的教学用书或参考用书;
- 各类院校国际 MBA 或 EMBA 课程的教材、学习用书或参考书;
- 各类企事业单位在职培训的英语课程教材或学习参考书籍等。

本书编者清楚地知道,对不同教材的看法是仁者见仁、智者

见智的。一方面，在使用本书时，要注意体现本书编写的简明原则和实用性特征，以充分发挥其长处。另一方面，编者并不主张把此教材当成束缚教师和学生教学活动的紧身衣，教育工作者可以根据具体情况，灵活使用本教材，如时时添加一些和中国企业管理实际密切联系的新案例和新内容，取长补短，以达到最好的教学效果。

本书的教辅资源（教学 PPT）请到 [www.uibep.com](http://www.uibep.com) 下载。

本书在编写过程中参考了大量的欧美原版商务管理研究文章和书籍。同时得到了有关专家的指导和帮助。在此表示衷心的感谢。由于编者水平有限，难免出现疏忽和不足，请读者批评指正。

编 者

广东外语外贸大学国际商务英语学院

2010年8月 广州

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# *Topic 1*

## **Business Activity (1)**

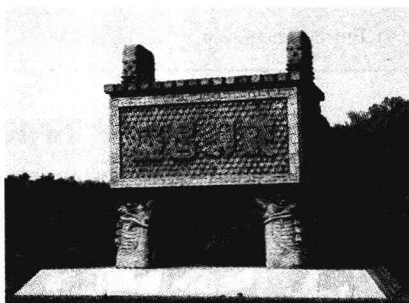


### **Key Learning goals:**

This topic discusses the nature of business activity, particularly those factors of input, function and output involved in business activity.

### **What is business activity?**

Business is defined as any profit-seeking activity or enterprise providing goods or services to meet the need of society. Business activity refers to the specific things done by a business in order to produce an output — a good or a service. The nature of business activity is illustrated in the following figure:



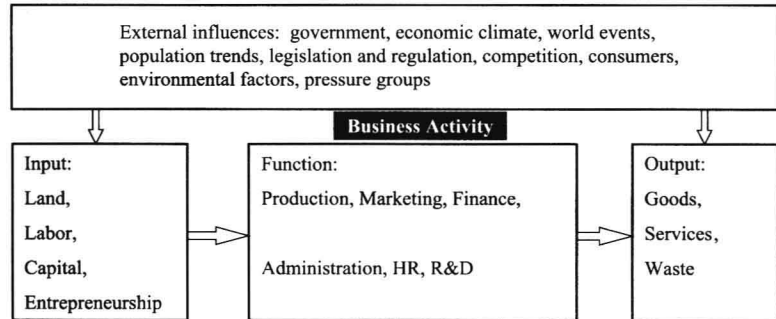


Figure 1-1 The nature of business activity

## Business resources (input)

Businesses must use resources or factors of production in business activity in order to produce some outputs. Generally, there are four basic factors of production for a business to carry out its business activity.

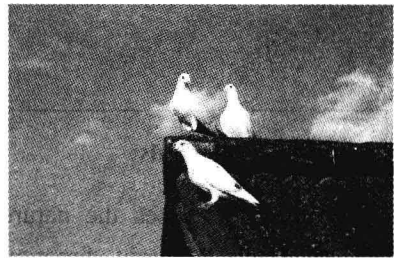


Table 1-1 Four basic factors of production

| <b>Business resources (input):</b> |
|------------------------------------|
| 1) Land or natural resources       |
| 2) Labor or human resources        |
| 3) Capital                         |
| 4) Entrepreneurship                |

- 1) Land is not just the “land” for factory or company buildings. It may include other natural resources, such as coal, diamonds, forests, rivers, lakes, and soil.

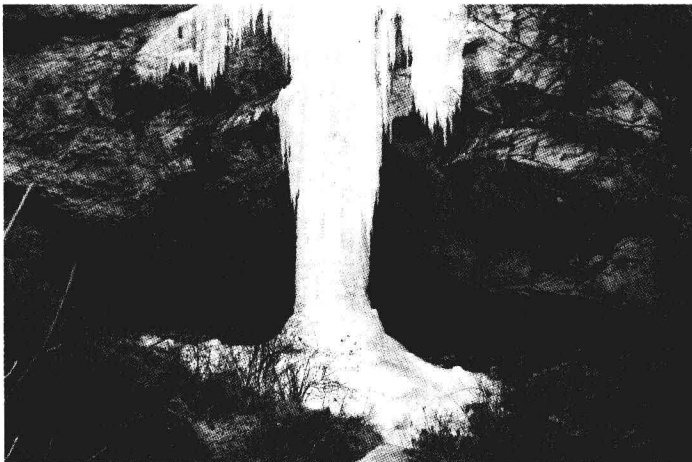
Natural resources may be renewable or non-renewable resources. Examples for renewable and non-renewable resources can be seen

in the following table:

**Table 1-2**                    **Examples of renewable and non-renewable resources**

| <b>Renewable resources:</b> | <b>Non-renewable resources:</b> |
|-----------------------------|---------------------------------|
| Forest                      | Coal                            |
| Fish                        | Diamonds                        |
| Water                       | Oil                             |
| Solar energy                | Gold                            |
| Oxygen                      | Silver                          |
| ...                         | ...                             |

To understand the difference between renewable resources and non-renewable resources used by a business is of great importance for it to develop a proper future development strategy.



2) Labor is the workforce of a business. They are paid wages or salaries for their services. Here are the three members of workforce in a business.

**Table 1-3 Members of the workforce in a business**

|  |
|--|
| <p><b>Members of the workforce in a business include:</b></p> <ol style="list-style-type: none"> <li>1) Manual workers</li> <li>2) Skilled workers</li> <li>3) Management</li> </ol> |
|--|

- 3) Capital is sometimes called artificial or man-made resources, such as tools, machinery, and equipment. They are called capital because they are wealth or money used to start a business or to create more wealth. It should be noted that information, technology and patent can be also classified as capital.
- 4) Entrepreneurship refers to the willingness to take risks to create and operate a business. In the past, entrepreneurship was not regarded as one of the factors of production. But, today, it has become a very important factor of production.

## Business functions

Business functions are parts of a business's operation system, which should work together to achieve an objective or organizational goal. Major functions a business carries out may be seen in the following table:

**Table 1-4 Six types of business functions**

| <b>Business functions</b> | <b>Brief explanation</b>   |
|---------------------------|--|
| • Production              | Changing natural resources into products such as mining coal in a coal mine, producing a car in a factory, etc., which is called goods production; turning raw materials into services, which is service operation |
| • Marketing               | Marketing activities, such as market research, advertising, promotion, distribution, etc.  |
| • Finance                 | Control of money in a business, recording financial transactions, controlling the flow of money, etc.  |

continued

| Business functions   | Brief explanation   |
|--|---|
| <ul style="list-style-type: none"> <li>• Administration</li> </ul>                     | Communication, producing documents for meeting, dealing with enquiries, arranging visits, public relations, etc.        |
| <ul style="list-style-type: none"> <li>• HR (human resources)</li> </ul>               | Management of people, such as recruitment, training, health and safety, payment system and performance assessment, etc. |
| <ul style="list-style-type: none"> <li>• R&amp;D (research and development)</li> </ul> | Research on new products, research on new technology, etc.  |



**Attention:**

Business functions should be highly integrated (fitting well with each other). For instance, production is influenced by marketing; marketing is influenced by human resource and finance departments in a company. All parts must cooperate and work together to produce a product or service.

**Business outputs — products or services**

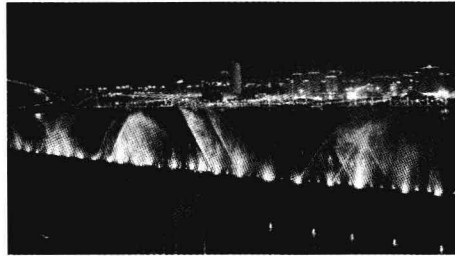
All businesses will produce a good or service as well as some waste materials.

- Goods — consumer goods or capital goods
- Services — such as banking, insurance, transportation, gardening, haircutting, car repairing, etc.
- Waste materials — some useless or even dangerous things

**Differences between consumer goods and capital goods:**

Consumer goods are goods which are sold to the general public while capital goods are goods purchased by businesses and used to produce other goods, such as tools, equipment, machinery, etc. Computers, however, may be consumer goods or capital goods at the same time, which is determined by the buyer and the purpose of use.

Consumer goods may fall into two types as well: namely durable goods (usually lasting for a long time) and non-durable goods (usually lasting for a short time). See some examples for them in the following table.



**Table 1-5 Examples of durable and non-durable goods**

| <b>Durable goods:</b>               | <b>Non-durable goods:</b>          |
|-------------------------------------|------------------------------------|
| <input type="checkbox"/> Television | <input type="checkbox"/> Food      |
| <input type="checkbox"/> Book       | <input type="checkbox"/> Newspaper |
| <input type="checkbox"/> Car        | <input type="checkbox"/> Drink     |
| <input type="checkbox"/> Furniture  | <input type="checkbox"/> Soap      |
| <input type="checkbox"/> ...        | <input type="checkbox"/> ...       |

**Questions for revision**

- 1) State the definition of business activity.
- 2) State the definition for factors of production and the three factors of production.
- 3) Explain the 6 functions involved in a business and the reason why they must be highly integrated.
- 4) Explain the difference between capital goods and consumer goods.

**Case study**

Let's assume that you are now visiting a local clothing factory in your city. This factory produces various clothing products, such as shirts, trousers, overcoats as well as hats.

Please discuss in groups and make a presentation after the discussion based on the following questions:

**Questions for group discussion:**

- 1) Please give examples of resources: land, labor, and capital that the factory may be using.
- 2) What 6 business functions may be carried out in the factory? Please explain your answers by giving examples as well.
- 3) What type of products is the factory producing, consumer goods or capital goods?
- 4) If the business is not a clothing manufacturing business but a catering service business, what about its business resources, functions and external influencing factors?

**Internet exercise**

Locate the website for any local firm, and find out its major business inputs, functions, and outputs based on Figure 1-1 The nature of business activity.

**Key terms**

business activity 企业经营活动

factors of production 生产资料或生产要素

business resources 企业资源

natural resources 自然资源

human resources 人力资源

renewable resources 可再生资源

non-renewable resources 不可再生资源

workforce 劳动人口, 工作人员总数

business functions 企业职能（部门）

R & D (research and development) 研究与发展，研发

consumer goods 消费类商品

capital goods 资本类商品

durable goods 耐用品

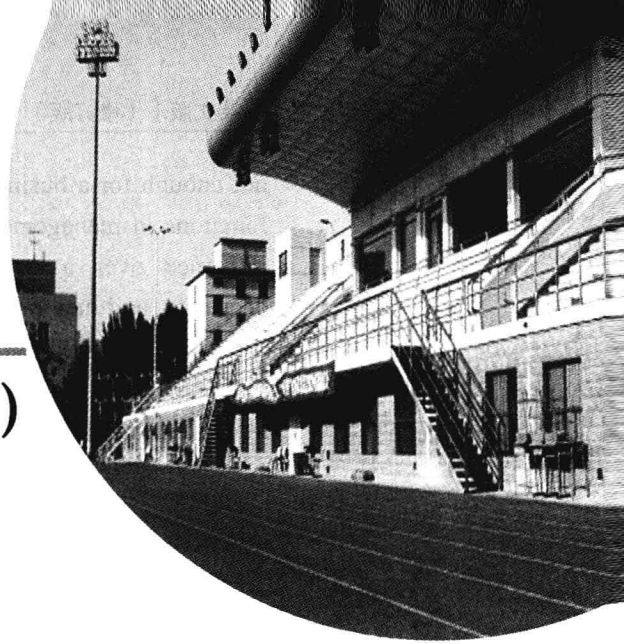
non-durable goods 非耐用品

catering service 餐饮服务



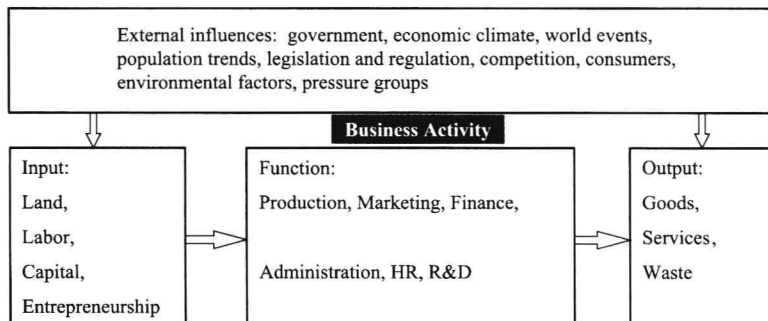
## Topic 2

# Business Activity (2)



### Key learning goals:

This topic continues the discussion of business activity, focusing on the external influencing factors on business activity as well as the classification of business activities.



Refer to Figure 1-1 Nature of business activity

## External factors affecting businesses

Business activity is affected by quite a number of external factors. It is