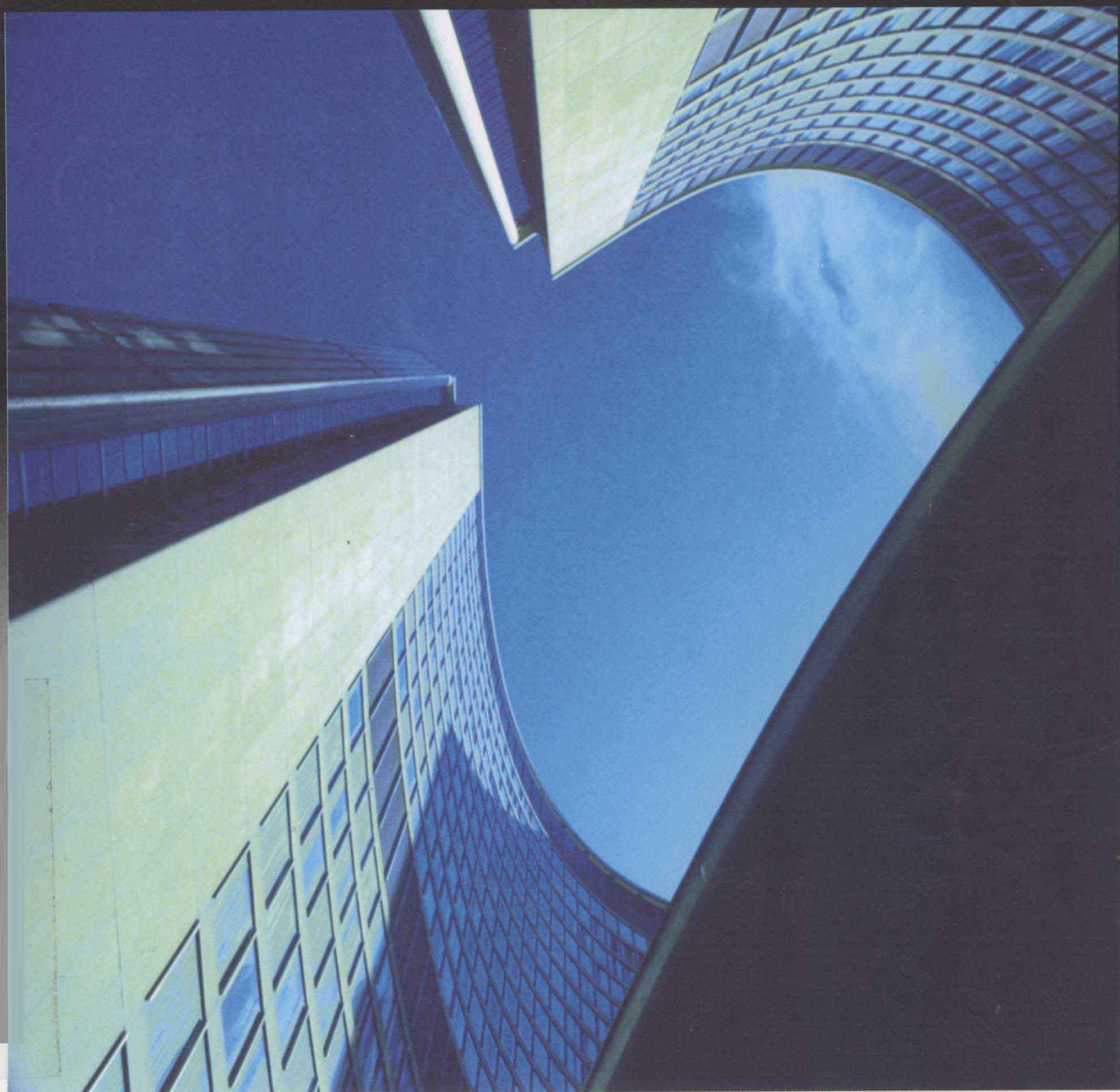


主编 杨祖宪

高等学校商务英语规划教材

最新实用商务英语教程

(第二版) "跨国公司在中国"篇



南京大学出版社

高等学校商务英语规划教材

最新实用商务英语教程

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【第二版】

主 编 杨祖宪
副主编 张 蔚 朱敏华
谢 晴
编 者 韩晓东 冯 超
杨 慧 史金衢



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二版序言

《跨国公司在中国——最新实用商务英语教程》自2006年年初面世以来,承蒙广大读者青睐,特别是受到高校广大师生和从事国际商务工作者的厚爱。本书广泛被各高校商务英语、财经类、MBA等专业师生以及众多高级经理培训班采用,并被清华大学、北京大学、南京大学、浙江大学、交通大学、中央财大、上海财大、北京外国语大学、上海外国语大学等数以百计的高校或省、市图书馆收藏,各地实体书店与网上书店也几度售罄。

经历了全球经济危机的洗礼,中国经济不仅强劲率先复苏而且更显生机。2010年的GDP将稳超5万亿美元,成为名副其实的第二经济大国,进出口总量将继续名列第二,出口量将超越德国,成为第一出口大国。

跨国公司也逐步走出经济危机阴影,2010年英国《金融时报》全球500强排行榜显示全球500强公司的总市值比上一年上涨了50%。中国公司更是成绩斐然,前6家就有3家中国公司,中石油市值首超美国埃克森美孚(Exxon Mobil)公司,荣登榜首。

在华经营的跨国公司分享了中国经济强劲复苏与内需增速的蛋糕。众多全球汽车龙头企业虽在本土销售业绩平平而在华业务大多成绩靓丽,美国通用、德国大众在华销售的汽车已经超越他们在本土的销售总量,可谓:西方不亮东方亮!零售商巨头沃尔玛、家乐福、乐购、欧尚与麦德龙在海外扩张步伐放慢或止步,而在华却继续扩张圈地,并把触角一路延伸到三、四级城镇。

正当众多在华外资企业欢天喜地时刻,也有几家犯愁不断,如丰田公司的“召回”门、台资富士康的“坠楼”门、本田的“罢工”门等事件频频被媒体曝光或放大。其实,除了这些公司需要拷问与反省其在华企业的某些管理理念与策略外,政府、社会、媒体等部门一方面应合力建立一个和谐、让利益相关者(stakeholders)互利的体制,另一方面要打造让企业健康、可持续发展的经营环境。水能载舟,亦能覆舟。

《最新实用商务英语教程:“跨国公司在中国”篇》(第二版)继续秉承一版

“选题鲜明、内容时鲜、文字地道、文体多样”等特点,保留了具有历史性意义的内容,更新了三分之一多的内容,使教程选题与内容的经典性与时鲜性并举。另外,每一课的导读与注释更为专业,练习也更为实用。这一切均有助于读者开卷有益、学有所得、无师自通。

在2009年、2010年多次全国性商务英语研讨会或交流会上,编者就本书部分内容与来自全国近百所院校数百名商务英语同行作过交流。

在编写本书的过程中,承蒙在江南大学任教的数位美籍、加籍与澳籍教授在百忙中抽暇审阅该书文稿,在此特表感谢。另外,要特别致谢对外经贸大学施建军校长对此书和该书的姊妹篇——《最新实用商务英语教程:“中国公司走出去”篇》的赞美与特别推荐。

由于编者水平与经验有限,难免不当之处,谨请使用本教材的同行与同学或其他读者及时指正,不胜感谢!

江南大学 杨祖宪

2010年盛夏写于江南大学蠡湖校区

一版序言

经过三十多年改革开放的“卧薪尝胆”，中国正在崛起为一个世界经济大国：2004 年全年国内生产总值达 1.6 万亿美元，中国经济增长对世界经济增长的贡献率约为 20%；继 2003 年第一次超越美国成为全球最大的外国直接投资（FDI）接受国，2004 年我国实际利用 FDI 达 606 亿美元；2004 年中国对外贸易总额达 11547.4 亿美元，超越日本成为世界第三大贸易国。

中国经济强劲发展，外商投资功不可没。根据商务部最近统计数据与报告，截止到 2005 年初，全国累计批准设立外商投资企业逾 51 万家，世界 500 强企业中有将近 450 家在中国投资设厂，其中不少已在中国建立了地区总部，还有不少企业追加投资。目前，我国全国固定资产投资的 1/10 左右靠利用外资实现，外资企业的出口与进口均占全国总量的 50% 以上，缴纳税收占全国税收 20% 以上，吸纳就业人数达 2200 万，外商投资工业企业对我国 GDP 的贡献率为 20.3%。外商投资，特别是跨国公司投资对我国宏观经济发展发挥着越来越大的作用，已经成为我国经济快速发展的引擎之一。

跨国公司概念理解不一，但起码它在多国有经营活动，也与“大”休戚相关，如分别位居 2004 年《商业周刊全球 500 强》市值、收入与利润首席的三家公司为通用电器、沃尔玛、埃克森美孚。

近年来，跨国公司对华投资的规模和层次不断提升，从“投石问路”到大举进军，从劳动密集型的数百万项目到数亿元资金的技术密集型大项目，从一般加工业到汽车、集成电路、金融、物流、网络和零售等高科技产业或第三产业，实现了从“点进入的零散项目”到“面进入配套型或产业链的大项目”的飞跃。同时，随着中国加入 WTO、放宽对外资的限制，很多跨国公司整合在华投资企业以及各种资源，通过并购、重组等方式形成企业集团、建立新的独资企业实行“单飞”，或者通过增资扩股在合资企业中取得控股权和“话语权”。另外，日资企业重返中国大笔投资也是数年来跨国公司在华投资发展的亮点之一。

与此同时，跨国公司在经营活动中也遭遇或存在一些问题，如知识产

权保护、销售大起大落、白热化的价格战、广告言过其实、涉嫌舞弊作假或拒绝内部员工成立工会等问题。

《跨国公司在中国》商务英语教程特点多多:特点其一,选文均出自国际英文主流媒体报刊,如有英国的《金融时报》(*Financial Times*)、《经济学家》(*The Economist*)、《泰晤士报》(*The Times*)及美国的《财富》(*Fortune*)、《商业周刊》(*Business Week*)、《纽约时报》(*The New York Times*)、《华盛顿邮报》(*The Washington Post*);特点其二,内容时新、文字典型、文体多样,大多选文为近年来上述媒体的新闻报道或述评、特写、评论,还有一些研究机构的报告,其时尚丰富的内容、典型广泛的文字与文体不但能使读者获取新信息,还能让读者的英语更加地道;特点之三,选题泛精结合、宏微观并重,读者既能领略外国人眼中的中国经济发展新亮点以及其对全球经济或行业与企业的影响(第二部分),还能探究跨国公司在全球、在中国的发展谋略与实战经营活动(第一部分与第三部分);特点之四,每课配有内容提要、语点解释或课文练习,旨在让读者看做结合、学练同步、学有所得、无师自通。

本书既可单独用作商务英语专用教程也可用于商务专业课程的补充教材,既适合英语专业(国际商务方向)学生也适合财经类专业学生。同时,立志于进入或已经进入外资、外向型企业以及商界的有识人士,一定也会从中汲取致富获财的营养,提炼日后走出国门经营的智慧,提高全球化沟通的能力。

在编写本书过程中,承蒙在江南大学任教的美籍 Steve Wall 教授、澳籍 Terry Pickett 教授在百忙中抽暇审阅该书文稿。

由于编者水平与经验有限,难免不当之处,谨请使用本教材的教师和同学或其他读者及时指正,不胜感谢!

编者

2005 年 10 月

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Part One MNCs Around the World

跨国公司在全球

Text 1 What is MNC?

何谓跨国公司？

导读 跨国公司(multinational corporation, MNC), 又称跨国企业(multinational enterprise, MNE)或超国家公司(transnational corporation, TNC), 泛指其经营业务跨越一个以上国家或地区而规模又大的公司或企业。国际劳工组织对跨国公司的定义是: 总部设在本土国家而其业务分布多个国家的国际公司。跨国公司在当今经济全球化进程中作用至关重要, 世界 500 强公司的销售收入已相当于全球生产总值的 45% 左右, 8 万多家跨国公司以及其子公司的出口约占到全球出口总量的 1/3。近年来电子商务的迅猛发展也催生了一批微型跨国企业, 如中国的阿里巴巴把其电子商务平台搭建到全球五大洲, 使其经营触及到世界每个角落。

A multinational corporation (MNC) or transnational corporation (TNC), also called multinational enterprise (MNE), is a corporation or enterprise that manages production or delivers services in more than one country. It can also be referred as an international corporation. ILO^① defined an MNC as a corporation which has its managerial headquarters in one country known as the home country and operates in several other countries known as host countries.

The first modern MNC is generally thought to be the Poor Knights of Christ and of

① ILO: 国际劳工组织(International Labor Organization)。1919 年, 国际劳工组织根据《凡尔赛和约》, 作为国际联盟的附属机构成立。1946 年 12 月 14 日, 成为联合国的一个专门机构。总部设在瑞士日内瓦。该组织宗旨是: 促进充分就业和提高生活水平; 促进劳资双方合作; 扩大社会保障措施; 保护工人生活与健康; 主张通过劳工立法来改善劳工状况, 进而获得世界持久和平, 建立社会正义。

the Temple of Solomon^①, first endorsed by the pope in 1129. The key element of transnational corporations was present even back then: The British East India Company and the Dutch East India Company^② were operating in different countries than the ones where they had their headquarters. Nowadays many corporations have offices, branches or manufacturing plants in different countries than where their original and main headquarters are located.

This often results in very powerful corporations that have budgets that exceed some national GDPs. Multinational corporations can have a powerful influence in local economies as well as the world economy and play an important role in international relations and globalization. The presence of such powerful players in the world economy is reason for much controversy.

Market Imperfections

It may seem strange that a corporation can decide to do business in a different country, where it doesn't know the laws, local customs or business practices. Why is it not more efficient to combine assets of value overseas with local factors of production at lower costs by renting or selling them to local investors?

One reason is that the use of the market for coordinating the behavior of agents located in different countries is less efficient than coordinating them by a multinational enterprise as an institution. The additional costs caused by the entrance in foreign markets are of less interest for the local enterprise. According to Hymer, Kindleberger and Caves, the existence of MNEs is reasoned by structural market imperfections for final products. In Hymer's example, there are considered two firms as monopolists in their own market and isolated from competition by transportation costs and other tariff and non-tariff barriers. If these costs decrease, both are forced to compete; which will reduce their profits. The firms can maximize their joint income by a merger or acquisition which will lower the competition in the shared market. Due to the transformation of two separated companies into one MNE, the pecuniary externalities are going to be internalized. However, this doesn't mean that there is an improvement for the society.

This could also be the case if there are few substitutes or limited licenses in a foreign market. The consolidation is often established by acquisition, merger or the vertical integration of the potential licensee into overseas manufacturing. This makes it easy for the MNE to enforce price discrimination schemes in various countries. Therefore Hymer con-

① the Poor Knights of Christ and of the Temple of Solomon: 圣殿骑士团, 正式全名为“基督和所罗门圣殿的贫苦骑士团”(成员须一生恪守“贞洁、贫穷、顺服”, 由此得名)。12 世纪成立, 初期的骑士都是真正的武士, 恪守一生为上帝效力、对基督“贞洁、贫穷、顺服”的誓言。大家对圣殿骑士在战场上的英勇表现赞美有加, 欧洲各地纷纷捐献, 支持圣殿骑士团在各地区组织分会。之后骑士团因富有而变质, 他们拥有庞大地产, 是法国及英国贵族的银行家。

② the British East India Company and the Dutch East India Company: 英国东印度公司和荷兰东印度公司。

sidered the emergence of multinational firms as “an (negative) instrument for restraining competition between firms of different nations”.

Market imperfections had been considered by Hymer as structural and caused by the deviations from perfect competition in the final product markets. Further reasons are originated from the control of proprietary technology and distribution systems, scale economies, privileged access to inputs and product differentiation. In the absence of these factors, markets are fully efficient. The transaction costs theories of MNEs had been developed simultaneously and independently by McManus (1972), Buckley & Casson (1976), Brown (1976) and Hennart (1977, 1982). All these authors claimed that market imperfections are inherent conditions in markets and MNEs are institutions which try to bypass these imperfections. The imperfections in markets are natural as the neoclassical assumptions like full knowledge and enforcement don't exist in real markets.

International Power Tax Competition

Multinational corporations have played an important role in globalization. Countries and sometimes subnational regions must compete against one another for the establishment of MNC facilities, and the subsequent tax revenue, employment, and economic activity. To compete, countries and regional political districts sometimes offer incentives to MNCs such as tax breaks, pledges of governmental assistance or improved infrastructure, or lax environmental and labor standards enforcement. This process of becoming more attractive to foreign investment can be characterized as a race to the bottom, a push towards greater autonomy for corporate bodies, or both.

However, some scholars, for instance, the Columbia economist Jagdish Bhagwati, have argued that multinationals are engaged in a “race to the top”. While multinationals certainly regard a low tax burden or low labor costs as an element of comparative advantage, there is no evidence to suggest that MNCs deliberately avail themselves of lax environmental regulation or poor labor standards. As Bhagwati has pointed out, MNC profits are tied to operational efficiency, which includes a high degree of standardization. Thus, MNCs are likely to tailor production processes in all of their operations in conformity to those jurisdictions where they operate (which will almost always include one or more of the US, Japan or EU) which has the most rigorous standards. As for labor costs, while MNCs clearly pay workers in, e. g. Vietnam, much less than they would in the US (though it is worth noting that higher American productivity—linked to technology—means that any comparison is tricky, since in America the same company would probably hire far fewer people and automate whatever process they perform while in Vietnam with manual labor), it is also the case that they tend to pay a premium of between 10% and 100% on local labor rates. Finally, depending on the nature of the MNC, investment in any country reflects a desire for a long-term return. Costs associated with establishing plant, training workers, etc. , can be very high; once established in a jurisdiction, therefore, many MNCs are quite vulnerable to predatory practices such as, expropriation, sud-

den contract renegotiation, the arbitrary withdrawal or compulsory purchase of unnecessary “licenses”. Thus, both the negotiating power of MNCs and the supposed “race to the bottom” may be overstated, while the substantial benefits which MNCs bring (tax revenues aside) are often understated.

Market Withdrawal

Because of their size, multinationals can have a significant impact on government policy, primarily through the threat of market withdrawal. For example, in an effort to reduce health care costs, some countries have tried to force pharmaceutical companies to license their patented drugs to local competitors for a very low fee, thereby artificially lowering the price. When faced with that threat, multinational pharmaceutical firms have simply withdrawn from the market, which often leads to limited availability of advanced drugs. In these cases, governments have been forced to back down from their efforts. Similar corporate and government confrontations have occurred when governments tried to force MNCs to make their intellectual property public in an effort to gain technology for local entrepreneurs. When companies are faced with the option of losing a core competitive technological advantage or withdrawing from a national market, they may choose the latter. This withdrawal often causes governments to change policy. Countries that have been the most successful in this type of confrontation with multinational corporations are large countries such as the United States and Brazil, which have viable indigenous market competitors.

Lobbying

Multinational corporate lobbying is directed at a range of business concerns, from tariff structures to environmental regulations. There is no unified multinational perspective on any of these issues. Companies that have invested heavily in pollution control mechanisms may lobby for very tough environmental standards in an effort to force non-compliant competitors into a weaker position. Corporations lobby tariffs to restrict competition of foreign industries. For every tariff category that one multinational wants to have reduced, there is another multinational that wants the tariff raised. Even within the US auto industry, the fraction of a company’s imported components will vary, so some firms favor tighter import restrictions, while others favor looser ones. Says Ely Oliveira, Manager Director of the MCT/IR: This is very serious and is very hard and takes a lot of work for the owner.

Multinational corporations, such as Wal-Mart and McDonald’s^①, benefit from government zoning laws, to create barriers to entry.

① Wal-Mart and McDonald’s; 沃尔玛和麦当劳。沃尔玛公司是美国一家世界性连锁企业,以营业额计算,为全球最大的零售业公司,截至 2009 年 5 月,沃尔玛在全球 14 个国家开设了 7,900 家商场,员工总数 210 万人。麦当劳是大型的连锁快餐集团,在世界上拥有大约三万间分店,麦当劳餐厅遍布在全世界六大洲百余个国家。

Many industries such as General Electric and Boeing^① lobby the government to receive subsidies to preserve their monopoly.

Patents

Many multinational corporations hold patents to prevent competitors from arising. For example, Adidas holds patents on shoe designs; Siemens A. G. holds many patents on equipment and infrastructure and Microsoft benefits from software patents^②. The pharmaceutical companies lobby international agreements to enforce patent laws on others.

Government Power

In addition to efforts by multinational corporations to affect governments, there is much government action intended to affect corporate behavior. The threat of nationalization (forcing a company to sell its local assets to the government or to other local nationals) or changes in local business laws and regulations can limit a multinational's power. These issues become of increasing importance because of the emergence of MNCs in developing countries.

Micro-multinationals

Enabled by Internet-based communication tools, a new breed of multinational companies is growing in numbers. These multinationals start operating in different countries from the very early stages. These companies are being called micro-multinationals. What differentiates micro-multinationals from the large MNCs is the fact that they are small businesses. Some of these micro-multinationals, particularly software development companies, have been hiring employees in multiple countries from the beginning of the Internet era. But more and more micro-multinationals are actively starting to market their products and services in various countries. Internet tools like Google, Yahoo, MSN, Ebay and Amazon^③ make it easier for the micro-multinationals to reach potential customers in other countries.

Service sector micro-multinationals, like Facebook, Alibaba etc.,^④ started as dispersed virtual businesses with employees, clients and resources located in various countries. Their rapid growth is a direct result of being able to use the Internet, cheaper telephony

① General Electric and Boeing:通用电气和波音公司。通用电气是世界上最大的电器和电子设备制造的跨国公司,它的产值占美国电工行业全部产值的 1/4 左右,它除了生产消费电器、工业电器设备外,还是一个巨大的军火承包商,制造宇宙航空仪表、喷气飞机引擎导航系统、多弹头弹道导弹系统、雷达和宇宙飞行系统等;波音公司是美国一家开发及生产飞机的公司,在全球航空业市场上拥有颇高的占有率。

② Adidas holds patents on shoe designs; Siemens A. G. holds many patents on equipment and infrastructure and Microsoft benefits from software patents;阿迪达斯拥有鞋子设计的专利,西门子拥有许多设备和基础设施的专利,微软得益于软件专利。

③ Internet tools like Google, Yahoo, MSN, Ebay and Amazon;诸如谷歌、雅虎、MSN、易趣、亚马逊这样的网络工具

④ Service sector micro-multinationals, like Facebook, Alibaba etc.;如脸谱网、阿里巴巴此类服务行业的微型跨国公司

and lower traveling costs to create unique business opportunities.

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Words and Expressions

home country	本国, 母国
host country	所在国, 东道国
endorse <i>v.</i>	签署(姓名); 批注(公文)
branch <i>n.</i>	分枝; 分支机构
headquarters <i>n.</i>	总部[单复同]
globalization <i>n.</i>	全球化
controversy <i>n.</i>	争论, 辩论, 论战
imperfection <i>n.</i>	不足, 缺点
business practice <i>n.</i>	商业惯例
final product	最终产品, 成品
monopolist <i>n.</i>	独占者, 垄断者
transportation cost	运输成本
tariff and non-tariff barrier	关税及非关税壁垒
merger <i>n.</i>	(企业的)合并
acquisition <i>n.</i>	(企业的)合并, 兼并, 并购
pecuniary <i>a.</i>	金钱的, 金钱上的
externality <i>n.</i>	外部事物; 外形; 外在性
consolidation <i>n.</i>	巩固; 强化
price discrimination	价格歧视, 价格分等, 价格差别; 差别取价
deviation <i>n.</i>	偏差, 误差
proprietary <i>a.</i>	专利的, 专利所有的
product differentiation	产品分化, 产品差异化
scale economy	规模经济
simultaneously <i>ad.</i>	同时地, 同步地
bypass <i>v.</i>	忽视; 绕开; 省略
neoclassical <i>a.</i>	新古典主义的
tax revenue	税收
tax break	减税优惠, 税额优惠, 减税特许
infrastructure <i>n.</i>	(配套)基础设施
lax <i>a.</i>	松懈的, 不严的
autonomy <i>n.</i>	自治
avail someone of ...	(某人)利用……; (某人)趁机……
in conformity to	依照……, 与……一致
jurisdiction <i>n.</i>	管辖区, 管辖范围
rigorous <i>a.</i>	严格的, 严厉的; 严酷的
automate <i>v.</i>	使自动化
premium <i>n.</i>	额外费用; 加班费; 保险费; 保健费