



高等院校双语教学适用教材 **工商管理**

Strategic Management

Principles and Cases (6e)

Jeffrey S. Harrison Caron H. St. John

战略管理

原理与案例

第6版

(美) 杰弗里·S.哈里森 卡伦·H.圣约翰 著

陈继祥 译注



东北财经大学出版社
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大连

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Preface

前言

Foundations in Strategic Management treats core topics and current issues in the field directly and concisely without compromising learning. With just seven chapters, it flows at a brisk pace. While it is half the size of standard texts, *Foundations* covers all major strategic management topics, including classic and modern theory; draws on the contributions of leading authors in the field; and interlaces all its presentations with current debates, current perspectives, and current examples. *Foundations* gives you strategy at its most essential along with the option to build a course to your own particular specifications: to add your own readings, to run a simulation, to select your own cases, to experiment with exercises—in short, to customize your course to suit your teaching style and goals.

Three theoretical foundations, above all other concerns, influenced the shape of this book:

- (1) *The Traditional Strategic Management Process Model*. This approach is based primarily on applications of industrial organization economics and other classic writings from a wide range of the pioneers in the field.
- (2) *The Resource-Based View (RBV) of Strategic Management*. The emphasis in RBV is on acquiring and managing resources that help a firm develop sustainable competitive advantage.
- (3) *Stakeholder Theory*. The stakeholder perspective views the firm at the center of a network of contacts with whom mutually beneficial relationships are formed. Effective management of these relationships, and the stakeholder network itself, can enhance competitive performance. Stakeholder theory is also inherently ethics based, which provides a nice balance for the more economically based theories.

CURRENT TOPICS 当今热点问题

Issues of current relevance—including global interconnectedness, economic cycles, hypercompetition, cooperative strategies and social networks, restructuring, corporate innovation and entrepreneurship, corporate governance, business ethics, and sustainability—are treated with depth and sophistication and incorporate cutting-edge research findings. Combined with traditional discussions of environmental analysis, organizational analysis, strategic thinking, strategic leadership, strategic direction, strategy formulation, and strategy implementation, the field's newest trends stay linked to our focus on strategic management—that is, on strategies and strategic decisions that seek to create a future for an organization with long-range, or “strategic,” planning as a central concern. Issues associated with the service sector and technology-focused businesses are reflected throughout the text in examples, concepts, assumptions, and inferences.

ACADEMICALLY SOLID, GLOBALLY ENGAGED 强化学术，全球视野

Foundations pays particular attention to the fundamentals of strategic management and takes a traditional approach to topical organization. Chapter 1 covers the strategic management process and strategic thinking. Chapter 2 discusses the external

environment, including both the broad and task environments. Chapter 3 treats the internal environment and examines how internal resources are associated with competitive advantage. Chapter 4 covers elements of strategic direction and strategic leadership. Chapter 5 discusses business-level strategy. Corporate-level strategy is tackled in Chapter 6. Chapter 7 focuses on implementation issues, including creation and integration of functional-level strategies, organizational structure, organizational culture, and fostering innovation and entrepreneurship.

For Instructors

Instructors of strategic management face significant challenges fitting all the material they may want to cover into a single capstone course. We are mindful of these challenges and believe we have written a text that is uniquely supportive of including a broad range of supplemental materials such as cases, exercises, simulations, and research projects. We also provide standard teaching resources with the text, including an instructor's manual, test bank, and presentation slides.

Instructor's Manual with Test Bank. The Instructor's Manual with Test Bank includes lecture outlines and a bank of test questions.

PowerPoint™ Presentation Slides. Over 150 PowerPoint slides are available to supplement course content. To download now, visit *Foundations'* supporting website at <http://harrison.swcollege.com>.

For Students

The decision-making tools you develop during this course are relevant to all levels of an organization and should also help you in your own personal planning. You would not be long on the job before you discover that the techniques of strategic management, such as those required to pull together an industry or organizational analysis, are highly applicable to all types of firms, including small entrepreneurial firms and nonprofits. In addition, the material contained in this book will help you understand, appreciate, and think critically about trends of current and future importance to the business community.

Studying strategic management will help you become better prepared to deal with important issues in our increasingly complex, increasingly global business environment, regardless of your position or of the industry in which you work. We strongly encourage you to apply the concepts of strategic management to your own employment and career planning decisions. Many of our students have told us that their understanding of strategic management impressed recruiters and allowed them to ask perceptive questions during interviews.

ACKNOWLEDGMENTS 致谢

In developing this text, we would like to acknowledge the efforts of an outstanding staff at Cengage, as well as the many reviewers, students, and colleagues who have contributed so much to enhancing the value of this book. We are also grateful to our families for their continuing support that made this project possible.

About the Authors

作者介绍

Jeffrey S. Harrison is the W. David Robbins Chair of Strategic Management at the Robins School of Business, University of Richmond. Prior to his current appointment he served as the Fred G. Peelen Professor of Global Hospitality Strategy at Cornell University. He helped organize the Stakeholder Strategy Interest Group of the Strategic Management Society and has served in a variety of leadership positions for that group. In association with the Strategic Management Society and the European Institute for Advanced Studies in Management, he and Ed Freeman organized a special conference in Barcelona in 2011 on stakeholder theory that attracted scholars from more than two dozen countries. He serves on the editorial review board of *Strategic Management Journal* and previously served for nine years on the board of *Academy of Management Journal*. He and Ed Freeman have guest edited special issues on stakeholder themes in *Academy of Management Journal* and *Academy of Management Executive*. Dr. Harrison's research interests include strategic management and business ethics, with particular expertise in the areas of corporate strategy and stakeholder theory. Much of his work has been published in prestigious academic journals such as *Academy of Management Journal*, *Strategic Management Journal*, and *Journal of Business Ethics*. He has authored or coauthored ten books, including *Strategic Management of Organizations and Stakeholders*; *Managing for Stakeholders: Survival, Reputation and Success*; and *Mergers and Acquisitions: A Guide to Creating Value for Stakeholders*. Dr. Harrison has also provided consulting and executive training services to many companies on a wide range of strategic, entrepreneurial, and other business issues.

Caron H. St. John joined the University of Alabama in Huntsville as the Dean of the College of Business Administration in Spring 2010. Previously she was the Associate Dean of Graduate Programs, Research and Outreach, in the College of Business and Behavioral Science at Clemson University, with responsibility for MBA programs, Executive Education programs, the Spiro Institute for Entrepreneurial Leadership, the Small Business Development Center, and the Renaissance Center. In 2007, Dr. St. John was the winner of the Dr. Charles Townes Award for Individual Achievement in Innovation for contributions to innovation and entrepreneurship in the upstate of South Carolina, and in January 2010, she was recognized by *Greenville Business Magazine* as one of the 50 most influential people in Greenville, South Carolina, for 2009. She was also recognized by the Greenville Chamber of Commerce with a Special Chairman's Award for Education in Business for 2009. Dr. St. John has served as the principal investigator or coprincipal investigator on grants from the National Science Foundation and U.S. Department of Commerce totaling over \$1.5 million and has published research in leading management journals including the *Academy of Management Review*, *Strategic Management Journal*, *Operations Management Journal*, *Organization Research Methods*, *Computers and Operations Research*, and *Production and Operations Management*.

中文目录

第1章

2

战略管理过程

什么是战略管理	4
外部与内部环境分析	5
战略领导和战略方向	6
业务层面战略和公司战略的形成	7
战略执行与控制	8
战略重构	9
战略发展的选择观	9
产业组织经济学	10
基于资源的企业观	11
利益相关者的视角	11
一种综合的方法	14
基于动荡的全球环境对战略的思考	14
要点总结	17
注释	18

第2章

22

外部大环境

大环境	25
社会文化力量	25
经济力量	27
技术力量	28
政治/法律力量	30
任务环境	30

驱动行业竞争和利润的力量	31
管理外部利益相关者	36
合作战略和联盟网络	37
全球商业环境	39
评估外国投资环境	40
各国家的竞争优势	40
要点总结	42
注释	43

第3章

46

组织资源和竞争优势

内部资源和能力的战略价值	48
可持续竞争战略优势	48
资源的相互关联	50
人力资源	51
物质资源	53
财务资源	54
知识和学习资源	56
一般组织资源	57
资源分析和战略开发	59
价值链分析	59
基本和支持活动	59
运用价值链分析指导战略	61
公司绩效	62
传统财务绩效评估	62
公司更大范围的基于利益相关者的绩效评估	63
要点总结	65
注释	66

第4章

70

战略领导和战略方向

战略领导	72
基本的领导责任	72
有效的战略领导	73
高层管理团队	74

公司治理	75
代理问题	76
战略方向	78
战略方向的影响力	78
组织使命和愿景陈述	80
业务界定	81
要点总结	82
注释	83

第5章

87

业务层面战略

一般业务层面战略	90
差异化战略	90
低成本领导战略	91
最佳成本战略	94
集中化战略	94
业务模型	95
国际背景下的战略	97
国际增长策略	97
跨国市场的业务层面战略	97
战略随时间的变化	99
要点总结	102
注释	103

第6章

105

公司战略

公司战略的拓展	108
集中化	108
垂直一体化	109
多元化	111
多元化方法	115
内部风险投资	115
并购	115
战略联盟和合资	117
要点总结	119

注释	120
----------	-----

第7章	125
------------	-----

战略执行

职能战略	127
营销战略	128
运营战略	131
研究和开发战略	131
人力资源战略	132
财务战略	133
信息系统战略	134
组织结构	135
标准结构形式	135
更复杂的结构	139
外国子公司	140
组织文化和动力	140
扶植创新与创业	141
要点总结	143
注释	144

Contents

CHAPTER 1	The Strategic Management Process	2
	What Is Strategic Management?	4
	<i>External and Internal Environmental Analysis</i>	5
	<i>Strategic Leadership and Strategic Direction</i>	6
	<i>Business and Corporate Strategy Formulation</i>	7
	<i>Strategy Implementation and Control</i>	8
	<i>Strategic Restructuring</i>	9
	Alternative Perspectives on Strategy Development	9
	<i>Industrial Organization Economics</i>	10
	<i>The Resource-Based View of the Firm</i>	11
	<i>The Stakeholder Perspective</i>	11
	<i>A Combined Approach</i>	14
	Strategic Thinking in a Turbulent Global Environment	14
	Key Points Summary	17
	Notes	18
 CHAPTER 2	 The External Environment	 22
	The Broad Environment	25
	<i>Sociocultural Forces</i>	25
	<i>Economic Forces</i>	27
	<i>Technological Forces</i>	28
	<i>Political/Legal Forces</i>	30
	The Task Environment	30
	<i>Forces That Drive Industry Competition and Profitability</i>	31
	<i>Managing External Stakeholders</i>	36
	<i>Cooperative Strategies and Alliance Networks</i>	37
	Global Business Environments	39
	<i>Evaluating a Foreign Investment Environment</i>	40
	<i>Competitive Advantages of Nations</i>	40
	Key Points Summary	42
	Notes	43
 CHAPTER 3	 Organizational Resources and Competitive Advantage	 46
	The Strategic Value of Internal Resources and Capabilities	48
	<i>Sustainable Competitive Advantage</i>	48
	<i>Resource Interconnectedness</i>	50
	<i>Human Resources</i>	51
	<i>Physical Resources</i>	53
	<i>Financial Resources</i>	54
	<i>Knowledge and Learning Resources</i>	56
	<i>General Organizational Resources</i>	57

	<i>Resource Analysis and the Development of Strategy</i>	59
	Value Chain Analysis	59
	<i>Basic and Support Activities</i>	59
	<i>Using Value Chain Analysis to Guide Strategy</i>	61
	Firm Performance	62
	<i>Traditional Financial Performance Measures</i>	62
	<i>Broader Stakeholder-Based Measures of Firm Performance</i>	63
	Key Points Summary	65
	Notes	66
CHAPTER 4	Strategic Leadership and Strategic Direction	70
	Strategic Leadership	72
	<i>Primary Leadership Responsibilities</i>	72
	<i>Effective Strategic Leaders</i>	73
	<i>Top Management Teams</i>	74
	<i>Corporate Governance</i>	75
	<i>Agency Problems</i>	76
	Strategic Direction	78
	<i>Influences on Strategic Direction</i>	78
	<i>Organizational Mission and Vision Statements</i>	80
	<i>Business Definition</i>	81
	Key Points Summary	82
	Notes	83
CHAPTER 5	Business-Level Strategies	87
	Generic Business-Level Strategies	90
	<i>Differentiation</i>	90
	<i>Low-Cost Leadership</i>	91
	<i>Best Cost</i>	94
	<i>Focus</i>	94
	<i>Business Models</i>	95
	Strategies in an International Context	97
	<i>International Growth Tactics</i>	97
	<i>Business-Level Strategies in Multiple International Markets</i>	97
	Changes in Strategy Over Time	99
	Key Points Summary	102
	Notes	103

CHAPTER 6	Corporate Strategies	105
	Development of Corporate Strategy	108
	<i>Concentration</i>	108
	<i>Vertical Integration</i>	109
	<i>Diversification</i>	111
	Diversification Methods	115
	<i>Internal Ventures</i>	115
	<i>Mergers and Acquisitions</i>	115
	<i>Strategic Alliances and Joint Ventures</i>	117
	Key Points Summary	119
	Notes	120
CHAPTER 7	Strategy Implementation	125
	Functional Strategies	127
	<i>Marketing Strategy</i>	128
	<i>Operations Strategy</i>	131
	<i>Research and Development Strategy</i>	131
	<i>Human Resources Strategy</i>	132
	<i>Financial Strategy</i>	133
	<i>Information Systems Strategy</i>	134
	Organizational Structure	135
	<i>Standard Structural Forms</i>	135
	<i>More Complex Structures</i>	139
	<i>Foreign Subsidiaries</i>	140
	Organizational Culture and Energy	140
	Fostering Innovation and Entrepreneurship	141
	Key Points Summary	143
	Notes	144



Strategic Management

Principles and Cases

1

The Strategic Management Process 战略管理过程

什么是战略管理

外部与内部环境分析

战略领导和战略方向

业务层面战略和公司战略的形成

战略执行与控制

战略重构

战略发展的选择观

产业组织经济学

基于资源的企业观

利益相关者的视角

一种综合的方法

基于动荡的全球环境对战略的思考

要点总结

注释

What Is Strategic Management?

External and Internal Environmental Analysis

Strategic Leadership and Strategic Direction

Business and Corporate Strategy Formulation

Strategy Implementation and Control

Strategic Restructuring

Alternative Perspectives on Strategy Development

Industrial Organization Economics

The Resource-Based View of the Firm

The Stakeholder Perspective

A Combined Approach

Strategic Thinking in a Turbulent Global Environment

Key Points Summary

Notes

S T R A T E G Y I N F O C U S

Whole Foods Market

John Mackey, Co-CEO of Whole Foods Market, probably could not have imagined what he would be doing today when he and his girlfriend opened up a vegetarian food store in an old Victorian-style home in Austin, Texas, in 1978. Whole Foods now has over 300 supermarkets and more than 56,000 employees, called team members.

At the core of Whole Foods is a simply stated stakeholder philosophy:

Our "bottom line" ultimately depends on our ability to satisfy all of our stakeholders. Our goal is to balance the needs and desires of our customers, Team Members, shareholders, suppliers, communities and the environment while creating value for all. By growing the collective pie, we create larger slices for all our stakeholders. Our core values reflect this sense of collective fate and are the soul of our company.¹

This philosophy is supported by a set of core values of selling high-quality products, delighting customers, supporting team members to achieve happiness and excellence, caring about the community and environment, creating long-term win-win partnerships with suppliers, and promoting health through education.

Whole Foods has been very successful at taking care of its team members. In fact, for 14 years in a row the company has been listed as one of the best companies to work for by *Fortune* magazine. Its team members enjoy large discounts on store purchases and a variety of benefits that are voted on every three years and include such things as

massage therapy, yoga, and language classes. The company is very open and honest with information that most companies keep secret, such as the pay of every team member. Managers and executives are screened by a panel of peers, and regional presidents are selected in town-hall style.

Financially the company has thrived, with continuous growth in operating income since the beginning of the "Great Recession" that started around the end of 2007. Earnings per share have also increased and revenues have grown in every year except 2009, when they were flat. Whole Foods has done this while also providing healthy eating education in its stores, launching a new Whole Kids Foundation dedicated to promoting children's nutrition, opening wellness clubs, and supporting a program that offers microcredit to poor people in developing nations to help them work their way out of poverty. The company also rolled out a new rating standard that recognizes producers for improving the welfare of animals and providing this information to customers. In addition, the company labels household products based on their impact on the environment.²



The most successful organizations are able to acquire and manage resources and capabilities that provide competitive advantages. Furthermore, they are capable of managing and satisfying a wide range of external constituencies, called stakeholders. Top managers play a pivotal role in this process, as they help their companies interpret trends in the external environment, lead in the development of strategies, and oversee their execution. In the Whole Foods example, we see a values-driven company led by a visionary leader, John Mackey, who has been able to guide the company successfully through very difficult economic times. The processes associated with evaluating the competitive situation of a company, acquiring and managing resources, and developing and executing strategies are a part of the field generally referred to as *strategic management*.

WHAT IS STRATEGIC MANAGEMENT? 什么是战略管理

Strategic management is the process through which organizations analyze and learn from their internal and external environments, establish strategic direction, create strategies that are intended to help achieve established goals, and execute those strategies, all in an effort to satisfy key organizational stakeholders. A simple model of the strategic management process is illustrated in Exhibit 1.1. The model is not rigid, but simply represents a useful sequence in which to frame the central topics of strategic management. For a firm engaged in a formal strategic planning process, the activities will likely occur in the order specified in the model. In other situations, the activities may be carried out in some other order or simultaneously. The dotted arrows in Exhibit 1.1 indicate that organizations often cycle back to earlier activities during the strategic management process.

Exhibit 1.1

The Strategic Management Process

