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工商管理经典教材·国际化管理系列
Administration Classics

国际商务

INTERNATIONAL

(第7版)

BUSINESS

(Seventh Edition)

[美] 查尔斯·W·L·希尔 著

周健临 改编

中国人民大学出版社



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总 序

随着我国加入 WTO,越来越多的国内企业参与到国际竞争中来,用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考,如何顺应这一发展潮流,推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上,双语教学在我国教育界已经不是一个陌生的词汇了,以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看,双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今,依然是有人赞成有人反对,但不论是赞成居多还是反对占上,双语教学的规模和影响都在原有的基础上不断扩大,且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验,不断加以改进;一些待进入者也在模仿中学习,并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言(包括英语)的环境,开展双语教学面临特殊的困难,因此,选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为,双语教学从一开始就应该使用原版的各类学科的教材,而不是由本土教师自编的教材,从而可以避免中国式英语问题,保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外,还应根据双语教学的特点和需要,适当调整教学课时的设置,合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势,中国人民大学出版社同众多国际知名的大出版公司,如麦格劳-希尔出版公司、培生教育出版公司等合作,面向大学本科生层次,遴选了一批国外最优秀的管理类原版教材,涉及专业基础课,人力资源管理、市场营销及国际化管理等专业方向课,并广泛听取有着丰富的双语一线教学经验的教师的建议和意见,对原版教材进行了适当的改编,删减了一些不适合我国国情和不适合教学的内容;另一方面,根据教育部对双语教学教材篇幅合理、定价低的要求,我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头,将目标受众锁定在大学本科生层次。本套教材尤其突出了以下一些特点:

- 保持英文原版教材的特色。本套双语教材根据国内教学实际需要,对原书进行了一定的改编,主要是删减了一些不适合教学以及不符合我国国情的内容,但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定,使本套教材既保持了学术上的完整性,又贴近中国实际;既方便教师教学,又方便学生理解和掌握。

- 突出管理类专业教材的实用性。本套教材既强调学术的基础性,又兼顾应用的广泛性;既侧重让学生掌握基本的理论知识、专业术语和专业表达方式,又考虑到教材和管理实践的紧密结合,有助于学生形成专业的思维能力,培养实际的管理技能。

- 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排,首先针对那些课程内容国际化程度较高的学科进行双语教材开发,在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验,使得双语教学贴近现实教学的需要;也有利于我们收集关于双语教学教材的建议,更好地推出后续的双语教材及教辅材料。

- 篇幅合理,价格相对较低。为适应国内双语教学内容和课时上的实际需要,本套教材进行了一定的删减和改编,使总体篇幅更为合理;而采取低定价,则充分考虑到了学生实际的购买能力,从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使我们后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明
中国人民大学商学院

改编者的话

为了适应我国经济与社会发展的需要,在高校专业课程的设置和教学上缩短与世界先进水平的差距,中国人民大学出版社持续不断地引进了一系列国际上权威的经典教材,查尔斯·W·L·希尔所著的《国际商务》即为其中一本,是根据其最新版本第7版改编的。

美国华盛顿大学查尔斯·W·L·希尔教授是该校商学院国际商务休斯·M·布莱克讲座教授,受聘于多所高校为MBA、EMBA、在职经理人员和博士生授课。他所著的《国际商务》从1994年初版至今,经过不断的修订和完善,已成为国际商务领域颇具影响的权威著作而风行于世。该书第5版的英文改编版和中译本早已由中国人民大学出版社出版,第7版的中译本也即将出版。

考虑到我国高校开展双语教学的需要,中国人民大学出版社决定同步引进该书。根据我国高校有关专业的课程设置、教学大纲和课时安排,以及学生对教学用书的价格要求,本人在多次主持该书翻译和改编的知识积累基础上,结合自身的教学和编辑的经验,在确保该书的系统完整和尽可能保留原书特色的前提下,综合了多方面的意见,对原著作了必要的删减和改编。

这次改编完整地保留了原书20章的结构体系。因篇幅关系,原书各篇、章后的案例皆予删除。章后的注释亦已删除,需查阅者仍可在网页上查到。各章的小结和讨论题也已删除,以给教师自由发挥和学生深入理解与想象留出必要的空间,并提供归纳与综合的练习机会。如确有需要还可参阅中译本。Research Task是本书的特色之一,因而予以保留,这项练习对于提高中国学生的研究能力很有帮助,在信息社会,学生应学会利用网络查找所需的数据资料。书中有选择地保留了大部分的Management Focus和Implications for Managers专栏,为的是让学生更多地了解管理实践和强调学以致用。

改编一本书看似简单容易,实则不然。个中滋味就好比裁缝改制一件成衣,木工改做一件家具,稍有不慎,就有可能使原著的整体协调性遭到破坏,从而毁坏整件作品。笔者虽主观上作出了最大的努力,但客观上疏漏和不足之处在所难免,敬请同仁、专家不吝赐教。

使用原版教材不仅可使学生直接学习原著的思想精粹,还可以锻炼阅读、使用外语的能力,掌握大量的专业术语和词汇。但是本教材是原作者从西方市场经济体制的视角编写而成的,西方作者的文化背景和价值观毕竟和我们异,尽管对书中一些不符合我国国情的敏感内容已予删除,仍望读者在学习借鉴过程中能有自己的鉴别和分析。希望本书能对我国高校的双语教育有所贡献。

本书得以顺利出版,离不开中国人民大学出版社和麦格劳-希尔教育出版公司的大力支持,尤其要感谢中国人民大学出版社工商管理出版分社的编辑,他们为本书出版付出了大量的艰辛劳动,在此一并深表谢意。

周健临

识于上海一知书屋

PREFACE

It is now over 17 years since I began work on the first edition of *International Business: Competing in the Global Marketplace*. By the third edition the book was the most widely used international business text in the world. Since then its market share has only increased. I attribute the success of the book to a number of goals I set for myself when I embarked on the first edition of the book. Specifically, I wanted to write a book that (1) was comprehensive and up-to-date, (2) went beyond an uncritical presentation and shallow explanation of the body of knowledge, (3) maintained a tight, integrated flow between chapters, (4) focused on managerial implications, and (5) made important theories accessible and interesting to students.

Over the years, and through seven editions, I have worked hard to adhere to these goals. It has not always been easy. An enormous amount has happened over the last 17 years, both in the real world of economics, politics, and business and in the academic world of theory and empirical research. Often I have had to significantly rewrite chapters, scrap old examples, bring in new ones, incorporate new theory and evidence into the book, and phase out older theories that are increasingly less relevant to the modern and dynamic world of international business. That process continues in the current edition. As noted below, I have made significant changes in this edition, and that will no doubt continue to be the case in the future. In deciding what changes to make, I have been guided not only by my own reading, teaching, and research but also by the invaluable feedback I receive from professors and students around the world who use the book, from reviewers, and from the editorial staff at McGraw-Hill. My thanks go out to all of them.

COMPREHENSIVE AND UP-TO-DATE

To be comprehensive, an international business textbook must

- Explain how and why the world's countries differ.
- Present a thorough review of the economics and politics of international trade and investment.
- Explain the functions and form of the global monetary system.

- Examine the strategies and structures of international businesses.
- Assess the special roles of an international business's various functions.

I have always endeavored to do all of these things in *International Business*. In my view, many other texts paid insufficient attention to the strategies and structures of international businesses and to the implications of international business for firms' various functions. This omission has been a serious deficiency. Many of the students in these international business courses will soon be working in international businesses, and they will be expected to understand the implications of international business for their organization's strategy, structure, and functions. This book pays close attention to these issues.

Comprehensiveness and relevance also require coverage of the major theories. It has always been my goal to incorporate the insights gleaned from recent academic work into the text. Consistent with this goal, over the last seven editions I have added insights from the following research:

- The new trade theory and strategic trade policy.
- The work of Nobel Prize-winning economist Amartya Sen on economic development.
- The work of Hernando de Soto on the link between property rights and economic development.
- Samuel Huntington's influential thesis on the "clash of civilizations."
- The new growth theory of economic development championed by Paul Romer and Gene Grossman.
- Empirical work by Jeffrey Sachs and others on the relationship between international trade and economic growth.
- Michael Porter's theory of the competitive advantage of nations.
- Robert Reich's work on national competitive advantage.
- The work of Nobel Prize-winner Douglas North and others on national institutional structures and the protection of property rights.



- The market imperfections approach to foreign direct investment that has grown out of Ronald Coase and Oliver Williamson's work on transaction cost economics.
- Bartlett and Ghoshal's research on the transnational corporation.
- The writings of C. K. Prahalad and Gary Hamel on core competencies, global competition, and global strategic alliances.
- Insights for international business strategy that can be derived from the resource-based view of the firm.

In addition to including leading edge theory, in light of the fast-changing nature of the international business environment, every effort is being made to ensure that the book is as up-to-date as possible when it goes to press. The World Wide Web emerged from nowhere to become the backbone of an emerging global network for electronic commerce. The world continued to become more global. Several Asian Pacific economies, including most notably China, continued to grow their economies at a rapid rate. Outsourcing of service functions to places like China and India emerged as a major issue in developed Western nations. New multinationals continued to emerge from developing nations in addition to the world's established industrial powers. Increasingly, the globalization of the world economy affected a wide range of firms of all sizes, from the very large to the very small.

Reflecting this rapid change, in this edition of the book I have tried to ensure that all material and statistics are as up-to-date as possible as of 2007. However, being absolutely up-to-date is impossible since change is always with us. What is current today may be outdated tomorrow. Accordingly, I have established a home page for this book on the World Wide Web at www.mhhe.com/hill. From this home page the reader can access regular updates of chapter material and reports on topical developments that are relevant to students of international business. I hope readers find this a useful addition to the support material for this book.

BEYOND UNCRITICAL PRESENTATION AND SHALLOW EXPLANATION

Many issues in international business are complex and thus necessitate considerations of pros and cons. To

demonstrate this to students, I have adopted a critical approach that presents the arguments for and against economic theories, government policies, business strategies, organizational structures, and so on.

Related to this approach, I have attempted to explain the complexities of the many theories and phenomena unique to international business so the student might fully comprehend the statements of a theory or the reasons a phenomenon is the way it is. I believe this book explains these theories and phenomena in more depth than do competing textbooks, the rationale being that a shallow explanation is little better than no explanation. In international business, a little knowledge is indeed a dangerous thing.

INTEGRATED PROGRESSION OF TOPICS

A weakness of many texts is that they lack a tight, integrated flow of topics from chapter to chapter. This book tells students in Chapter 1 how the book's topics are related to each other. Integration has been achieved by organizing the material so each chapter builds on the material of the previous ones in a logical fashion.

Part One

Chapter 1 provides an overview of the key issues to be addressed and explains the plan of the book.

Part Two

Chapters 2 and 3 focus on national differences in political economy and culture, and Chapter 4 on ethical issues in international business. I believe it is vital to discuss national differences first. After all, many of the central issues in international trade and investment, the global monetary system, international business strategy and structure, and international business operations arise out of national differences in political economy and culture. To fully understand these issues, students must first appreciate the differences in countries and cultures. Ethical issues are dealt with at this juncture primarily because many ethical dilemmas flow out of national differences in political systems, economic systems, and culture.

Part Three

Chapters 5 through 8 investigate the political economy of international trade and investment. The purpose of this

part is to describe and explain the trade and investment environment in which international business occurs.

Part Four

Chapters 9 through 11 describe and explain the global monetary system, laying out in detail the monetary framework in which international business transactions are conducted.

Part Five

In Chapters 12 through 14 attention shifts from the environment to the firm. Here the book examines the strategies and structures that firms adopt to compete effectively in the international business environment.

Part Six

In Chapters 15 through 20 the focus narrows further to investigate business operations. These chapters explain how firms can perform their key functions—manufacturing, marketing, R&D, human resource management, accounting, and finance—in order to compete and succeed in the international business environment.

Throughout the book, I point out the relationship of new material to topics discussed in earlier chapters to students to reinforce their understanding of how the material comprises an integrated whole.

FOCUS ON MANAGERIAL IMPLICATIONS

I have always believed that it is important to show students how the material covered in the text is relevant to the actual practice of international business. This is explicit in the later chapters of the book, which focus on the practice of international Managers, but it is not always obvious in the first half of the book, which considered many macroeconomic and political issues. There is a section titled *Implications for Managers*. In this section, the managerial implications of the material discussed in the chapter are clearly explained.

In addition, each chapter begins with a *Case* that illustrates the relevance of chapter material for the practice of international business. Chapter 2, “National Differences in Political Economy,” for example, opens with a case that describes how the economy of Venezuela has changed under the leadership of Hugo Chavez.

Another tool that I have used to focus on managerial implications is *Management Focus* boxes. Like the opening case, the purpose of these boxes is to illustrate the relevance of chapter material for the practice of international business.

ACCESSIBLE AND INTERESTING

The international business arena is fascinating and exciting, and I have tried to communicate my enthusiasm for it to the student. Learning is easier and better if the subject matter is communicated in an interesting, informative, and accessible manner. One technique I have used to achieve this is weaving interesting anecdotes into the narrative of the text—stories that illustrate theory. The opening cases and focus boxes are also used to make the theory being discussed in the text both accessible and interesting.

WHAT'S NEW IN THE 7TH EDITION

The success of the first six editions of *International Business* was based in part upon the incorporation of leading-edge research into the text, the use of the up-to-date examples and statistics to illustrate global trends and enterprise strategy, and the discussion of current events within the context of the appropriate theory. Building on these strengths, my goals for the seventh revision have been threefold:

1. Incorporate new insights from recent scholarly research wherever appropriate.
2. Make sure the content of the text covers all appropriate issues.
3. Make sure the text is as up-to-date as possible with regard to current events, statistics, and examples.

As part of the revision process, three major changes have been made.

First, I have added an appendix on international trade and the balance of payments to Chapter 5. I was never entirely happy with the treatment of the balance of payments in prior editions (it was first discussed in the chapter on foreign direct investment theory). Although I do not think the topic warranted an entire chapter, adding extended coverage in the form of an appendix seemed like a reasonable solution to me, and several reviewers agreed.

Second, the two chapters on foreign direct investment in prior editions have been collapsed into a single chapter. Chapter 7 now deals with both the theory of foreign direct investment and government policies toward foreign direct investment (previously two separate chapters). Several reviewers suggested this approach and, moreover, doing so made room for an additional chapter on the global capital market (see below). I believe that Chapter 7 covers all the required material in a more parsimonious manner than prior editions of *International Business*.

Third, as noted, a chapter on global capital markets had been added to the book (Chapter 11). In actual fact,



this chapter was in earlier editions of the book, but I removed it to make way for the ethics chapter. It is back by popular demand. Given the growth and importance of global capital markets, I think this is an appropriate decision and I hope it adds value to the book.

As part of the overall revision process, *changes have been made to every chapter in the book*. All statistics have been updated to incorporate the most recently available data. New examples, cases, and boxes have been added and older examples updated to reflect new developments.

Almost all of the chapter opening cases are new to this edition. New material has been inserted wherever appropriate to reflect recent academic work or important current events. At several places in the book are extended discussions of outsourcing service activities, from software testing and diagnosis of MRI scans to telephone call centers and billing functions, to developing nations such as India and the implications of this development for international business are explored. And so on.

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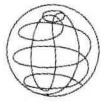
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Part one

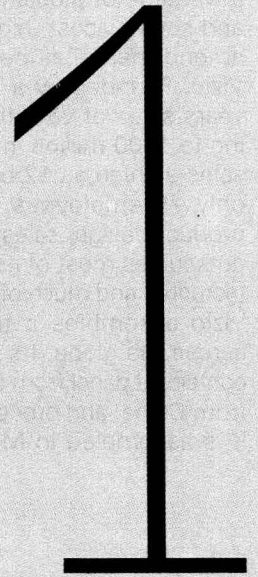
Introduction and Overview

Globalization

LEARNING OBJECTIVES

After you have read this chapter you should:

- LO¹ Understand what is meant by the term globalization.
- LO² Be familiar with the main drivers of globalization.
- LO³ Appreciate the changing nature of the global economy.
- LO⁴ Understand the main arguments in the debate over the impact of globalization.
- LO⁵ Appreciate how the process of globalization is creating opportunities and challenges for business managers.



Flat Panel Televisions and the Global Economy

They begin as glass panels that are manufactured in high-technology fabrication centers in South Korea, Taiwan, and Japan. Operating sophisticated tooling in environments that must be kept absolutely clean, these factories produce sheets of glass twice as large as king size beds to exacting specifications. From there, the glass panels travel to Mexican plants located alongside the U.S. border. There they are cut to size, combined with electronic components shipped in from Asia and the United States, assembled into finished TVs, and loaded onto trucks bound for retail stores in the United States.

It's a huge business. In 2006, U.S. consumers spent some \$26.4 billion on flat panel TVs, a 63 percent increase over the amount spent in 2005. Projections call for U.S. sales to hit \$37 billion by 2008—despite the fact that due to intense competition, prices for flat panel displays have been tumbling and are projected to continue doing so. During 2006 alone, prices for 40-inch

flat panel TVs fell from \$3,000 to \$1,600, bringing them within the reach of many more consumers. In 2007, half of all TVs sold in the United States will be flat panel TVs.

The underlying technology for flat panel displays was invented in the United States in the late 1960s by RCA. But after RCA and rivals Westinghouse and Xerox opted not to pursue the technology, the Japanese company Sharp made aggressive investments in flat panel displays. By the early 1990s Sharp was selling the first flat panel screens, but as the Japanese economy plunged into a decade-long recession, investment leadership shifted to South Korean companies such as Samsung. Then the 1997 Asian crisis hit Korea hard, and Taiwanese companies seized leadership. Today, Chinese companies are starting to elbow their way into the flat panel display manufacturing business.

As production for flat panel displays migrates its way around the globe to low-cost locations, clear winners and losers have emerged. One obvious winner has been