

加拿大毅伟管理学院
清华大学经管学院

共同策划、推荐

国际通用MBA教材

配套
案例

世界经济
管理文库

案例

战略管理学

莫礼训 (Allen Morrison) / 编
包铭心 (Paul W. Beamish)

英文版

Strategic Management

CASES

3



机械工业出版社
China Machine Press

Richard Ivey School of Business
The University of Western Ontario

IVEY

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序 言

我很荣幸有此机会用简短的语言就毅伟管理学院的历史、传统、教职人员和最新业绩向您作一介绍。毅伟管理学院是加拿大西安大略大学(UWO)所属的一所专业学院。作为加拿大历史最悠久的大学之一，西安大略大学目前拥有17个院系和专业学院，座落在加拿大最南部的安大略省伦敦市。这座城市拥有330 000人口，位于多伦多和底特律之间。西安大略大学有26 000多名学生、4 000余名教职员工。毅伟管理学院的本校在安大略省伦敦市，同时在多伦多的密西桑戈设有分校，而且最近在香港也建立了分校。

历史地看，毅伟管理学院一直是管理学界的领导者，现将部分成就列后，标示毅伟管理学院日新月异的发展：

- 1922年创立了加拿大第一个培养本科生的商学系。
- 1932年开始出版杂志《毅伟商学季刊》。该杂志发行到25个国家，发行量多达10 000册，深受学术界和管理界读者的喜爱。
- 1948年，在加拿大首次设立行政管理人员培训计划（校方要求任课教师为所有新设立的课程准备案例教材，作为他们职责的一部分）。
- 1948年创立了加拿大第一个工商管理硕士课程。
- 1961年首创了加拿大的第一个商学博士课程。
- 1974年，被联邦政府正式指定为加拿大第一个（现在已发展到8个）国际商业研究中心（CIBS，即美国CIBERS的前身），联邦外交部对该中心持续提供财政支援。
- 1975年，毅伟管理学院成立了自己的出版社。该部门目前拥有2 000个加拿大的案例，并成为哈佛案例的加拿大资料交换所。1998年，毅伟管理学院的案例已分销至20多个国家的100多所学院和100多家企业。毅伟管理学院是全世界管理学案例研究的第二大制作者，每年向校外读者分销案例教材超过100万册。
- 1978年开始实施第一项国际学生交换计划，目前该交换计划已增至20余项。
- 1984年毅伟管理学院在加拿大联邦政府的支持下，在伦敦市组建国家管理学研究与开发中心的过程中发挥了主导作用。
- 1992年，毅伟管理学院被选为主导性的国际商学刊物，即《国际商学研究杂志》在1993年至1997年间的编辑总部。
- 1993年，《加拿大商学》杂志根据由各大聘用公司首席执行官、人力资源管理人员和求职顾问等人士组成的所有评选组得出的全方位评比结果，将毅伟管理学院列为加拿大培养工商管理硕士的最佳学院，并且这一结论被逐年的评比一再肯定。1994年《亚洲企业》杂志又将毅伟管理学院列于亚洲公认的25所世界最佳商学院的行列中。
- 1997年，《国际管理学杂志》将毅伟管理学院评为国际战略管理学文献的主要贡献者，并领先于哈佛大学与西北大学凯洛格商学院。《商业周刊》将毅伟管理学院列为全世界最佳国际商学院之一，和欧洲管理学院（INSEAD）及伦敦商学院（LBS）并列，而且《美国新闻与世界报导》将毅伟管理学院选为全世界在行政管理人员培训计划方面最佳的15所商业学院之一。

至1998年，毅伟管理学院拥有65名全职教授，他们每年负责教授600名普通课程的和在职行政管理课程的人员工商管理硕士生、300名本科生、40名博士生，以及范围广泛的非学位课程。毅伟管理学院的宏伟目标是凭借各种杰出的教学计划和在相关领域中优秀的研究记录，跻身于全世界十所最佳商学院的行列中。

在国际上，毅伟管理学院参与主要的海外项目达30年之久，并且最近又参与到亚洲（特别是中国）以及前苏联某些共和国的有关项目之中，这些项目正在为当地的管理学教育事业作出贡献。

中国项目

1984年是毅伟管理学院和中国的清华大学连续合作项目开始的第一年。我们承诺为中国学生来毅伟管理学院学习工商管理学硕士和博士做准备，与访问学者一起工作，提供在中国的短期教学指导，并帮助清华大学经济管理学院培养管理学教师人材。该项目的另一目的是毅伟管理学院借此进一步了解中国和中国的商业活动方式。

在项目的第一期过程中，撰写了35篇论文、案例和教学指南；有9名毅伟管理学院教授参加了短期的访华授课；12名中国访问学者分别在毅伟管理学院工作一年；培养了8名工商管理学硕士毕业生；所有来访的中方人员都参加了撰写案例的工作组。这一项目由加拿大—中国管理学教育计划提供资金。该项目的第二期进一步扩大发展，至1994年，经过五年的努力，已成为毅伟与滑铁卢大学以及中国的清华大学、大连理工大学和东南大学的合资合作项目。毅伟管理学院承诺在进一步提高中国管理学教育能力方面继续提供援助。其要点包括设计、开发并执行1992年8月提出的通过案例教学方法教授合资企业、技术转让以及国际贸易等课程。这一教师培训项目是通过翻译给来自中国各地的教师们进行授课，并且所有教材均已译成中文。

一个大规模的合作出版项目已经开始实施，1992年4月，五卷国际商业案例中的第一卷已在中国由清华大学出版社出版。该系列书籍是毅伟管理学院和清华大学合作的产物，它为中国的经理们和学生们提供了全面的国际性商业案例。1992年~1993年，经我们在大连理工大学和东南大学的伙伴安排，又有6本国际性教科书的中文版通过有关出版社在中国出版。

从那时起，出现了大量由毅伟管理学院发起的有关中国的案例写作，各种书或被重印、翻译或专为中国市场而撰写，我们还在清华大学开设了商学导论课程，进行了教授互访等等。所有这些都体现出毅伟管理学院决心实现对中国作出的真诚的承诺。



唐乐礼

加拿大毅伟管理学院院长

一九九八年六月

Preface from The Dean of the Richard Ivey School of Business

It gives me great pleasure to have this opportunity to introduce you to the Ivey Business School by briefly explaining a little about its history, traditions, faculty and recent achievements. The Richard Ivey School of Business is a professional School within The University of Western Ontario (UWO). One of Canada's oldest universities, UWO is now an academic community of 17 faculties and professional schools. It is home to more than 26,000 students and over 4,000 faculty and staff. Located in the southern-most part of Canada, London, Ontario is a city of 330,000, halfway between Toronto and Detroit. Although Ivey is based in London, Ontario, it also has campuses in Mississauga (Toronto) and most recently, in Hong Kong.

Historically the School has been a leader in management development. A partial list of achievements follows. They illustrate the proactive nature of change at Ivey.

- ✧ In 1922, the first undergraduate business department in Canada was established.
- ✧ In 1932, the school began to publish its own journal. Known as *Ivey Business Quarterly*, it reaches out to both academic and management audiences and enjoys a circulation of 10,000 in 25 countries.
- ✧ In 1948, Canada's first executive development program was established. (From the beginning, faculty members were required, as part of their responsibilities, to produce case material for the new programs being designed.)
- ✧ In 1948, the first MBA program in Canada was established.
- ✧ In 1961, Canada's first Ph.D. program in business was introduced.
- ✧ In 1974, official designation was received by the Federal Government as Canada's first, of what are now eight, Centre(s) for International Business Studies (CIBS). (The CIBS were the forerunner to the CIBERs in the United States). Financial support for this Centre continues to be provided by the Federal Department of Foreign Affairs.
- ✧ In 1975, Ivey opened its own case and publications office. This office now holds an inventory of 2,000 Canadian cases and is the Canadian clearing house for Harvard cases. In 1998, Ivey cases were being distributed to over 100 teaching institutions and 100 corporations in over 20 countries. Ivey is the second largest producer of management case studies in the world, with over 1,000,000 copies studied each year by people outside the university.
- ✧ In 1978, commencement of its first international student exchange program took place. Over twenty such exchange programs are now in place.

- ✧ In 1984, the School took a leading role in establishing the National Centre for Management Research and Development in London with support from the Canadian Federal Government.
- ✧ In 1992, Ivey was selected to be the editorial home for the 1993-97 period for the *Journal of International Business Studies*, the leading International Business journal.
- ✧ In 1993, Canadian Business magazine's survey rated Ivey as the top MBA School in Canada, according to all groups: CEOs, human resources executives, and placement consultants. This ranking has been re-confirmed every year. In 1994, Asia, Inc. rated Ivey among the World's Top 25 Business Schools for Asians.
- ✧ In 1997, the *Journal of International Management* named Ivey the world's leading contributor to the international strategic management literature, ahead of Harvard & Kellogg. *Business Week* magazine ranked Ivey as one of the top international business schools in the world, alongside INSEAD and LBS; and *US News and World Report* selected Ivey as one of the top 15 business school in the world for executive development programs.

As of 1998, the School had 65 full-time faculty who annually taught 600 regular and executive MBA, 300 undergraduate, and 40 Ph.D. students, plus executives in a wide range of non-degree programs. Its broad objective is to be widely recognized as one of the top 10 business schools in the world on the basis of its outstanding teaching programs, with a creditable research record in selected areas.

Internationally, the School has been involved with major offshore projects for 30 years, and is currently involved in Asia (especially China) plus several republics in the former Soviet Union. These projects have typically involved the establishment of local management training capability.

China Activities

1984 marked the beginning of a continuing linkage with Tsinghua University in Beijing. The School made a commitment to prepare Chinese MBA and Ph.D. students for studies at Ivey, work with visiting scholars, provide some short-term instruction in China, and to assist Tsinghua University's School of Economics and Management in the development of its management faculty. Another goal of the project was to help Ivey become more familiar with China and the conduct of business in that country.

During Phase I of the project: 35 articles, cases, and notes were written; nine Ivey faculty participated in short lecture visits to China; 12 visiting scholars spent one year each at Ivey; there were eight graduates of the MBA program; all visiting Chinese attended the Case Writing Workshop. This project was funded by the Canada-China Management Education Program.

An expanded Phase II of this program took place until 1994. A five-year endeavour, the project was a joint venture with the University of Waterloo, and in China, with Tsinghua, Dalian University of Technology, and Southeast University. Ivey's commitment was to continue to assist

in the development of Chinese institutional capacity for management education. A major element was the design, development and delivery in August 1992 of a program on teaching Joint Ventures, Technology Transfer, and International Trade via The Case Method. This train-the-trainers program was offered to academics from across China, through interpreters. All of the teaching material was translated into Chinese.

A large scale joint publishing effort was undertaken. In April 1992, the first volume of five international business casebooks was published in Chinese by Tsinghua University Press. This series was a joint undertaking of Ivey and Tsinghua. This series constituted a comprehensive collection of international business cases for Chinese managers and students. In 1992-93, six international texts were published in Chinese by presses arranged through our partner schools at Dalian and Southeast.

Since then a great deal of Ivey-initiated China-related case writing has occurred: various books have been either reprinted, translated or specifically written for the China market; we have offered introductory-business courses at Tsinghua; faculty visits have occurred, and so forth. All of this has occurred in the spirit of demonstrating Ivey's genuine commitment to China.

A handwritten signature in black ink, appearing to read "Lawrence G. Tapp". The signature is fluid and cursive, with the last name "Tapp" being more prominent and stylized.

Lawrence G. Tapp
Dean
Richard Ivey School of Business

总 编 按 语

中国国家教育部在审定中国工商管理硕士课程内容时提议，每门课程的25%要采用案例教学方法。这一要求在某种程度上是为保证中国未来（和现有）的经理们既能够面对崭新与各种不同的各种学习环境，又能够获取制定决策所必需的、与基础理论并重的实际经验。

本系列案例丛书的宗旨正是为中国提供最高品质的教学用部分案例，以期满足当前的迫切需求。在此提供的案例都是全面的、实际的、要求进行管理决策的现场情景案例。其中不包括对案例历史的赘述（这无助于学员们制定决策）、小型案例及“花边案例”（这些不适于用作80~90分钟的课时内容）、或图书馆资料（从图书馆的二手资料所作的总结远不如直接与经理们交谈所总结的案例更能增长见识）。

此次首批出版的系列案例丛书是为直接配合中国工商管理硕士课程的各门必修课程而编写的，我们随后将为更多的常规选修课程出版案例选集。

这些案例选集的主要资料均来源于加拿大西安大略大学的毅伟管理学院。毅伟管理学院是全世界第二大的教学案例制作者，并且是当今亚洲案例的最大制作者。毅伟管理学院为使这些书籍得以问世，放弃了正常出版所需的全部许可费用，这是其它一些学院不情愿做的。毅伟管理学院决心对中国履行其真诚的承诺。

本系列丛书得以出版全靠下列各方鼎力相助：

- 万国出版公司总裁孙立哲先生的动议。
- 清华大学经济管理学院院长赵纯钧先生与副院长陈小悦先生的鼓励与协助。
- 企业资助（在某些情况下，毅伟管理学院能得到企业的资助，以获得完成此系列丛书所需的重金投入。我们将在每本书的适当位置对该书的资助者表示感谢）。
- 毅伟管理学院中为各卷选择案例并撰写了导言的教授同仁们。
- 我们的编辑协调人玛丽·罗伯特女士。



包铭心

安大略省伦敦市

一九九八年六月

Note from the Series Editor

The State Education Commission committee which looked at the content of MBA programs in China has suggested that 25% of each course utilize the case method. Such a requirement is intended in part to ensure that future (and existing) managers in China are (A) exposed to a wide range of new and varied learning situations; and (B) gain practical experience in decision-making, so as to balance the underlying theory.

This case series is intended to partially fill China's immediate need for highest quality teaching cases. Here a case study refers to a comprehensive, field-based, decision-requiring picture of an administrative situation. It does not include descriptive case histories (which require students to make no decision); mini-cases or vignettes (which are anecdotal, and not suitable as a stand-alone basis for an 80-90 minute class); or library-based (such secondary sources produce far fewer insights than actually interviewing managers for the cases).

This initial series of casebooks was compiled to directly correspond to each of the required courses in China's MBA programs. Subsequent case collections will be compiled for popular elective courses.

The primary source of cases for these case collections is the Ivey Business School, University of Western Ontario, Canada. Ivey is the second largest producer of teaching cases in the world, and the largest producer of current, Asian cases. Ivey waived all of its normal permission fees in order to see these books produced. Certain other institutions were unwilling to do so. Ivey is committed to China.

The production of this Series would not have been possible without:

- ✧ the initiative of Lee Sun, President of Multi-Lingua;
- ✧ the encouragement and assistance of Tsinghua Dean Zhao Chunjun and Assistant Dean Chen Xiaoyue;
- ✧ corporate sponsors (In some instances, Ivey was able to obtain corporate sponsorship to assist with the heavy costs associated with the completion of this series. Where appropriate, the sponsor of any book is acknowledged in that particular volume.);
- ✧ my faculty colleagues at Ivey who selected the cases and wrote the introductions to the individual volumes;
- ✧ our editorial coordinator, Mrs. Mary Roberts.



Paul W. Beamish
London, Ontario
June 1998

莫礼训(Allen Morrison)

莫礼训是毅伟管理学院国际商学副教授。他拥有美国杨百翰大学的国际关系学士学位、西安大略大学的工商管理硕士学位和南卡罗莱那大学的国际商学及战略管理学博士学位。在毅伟管理学院执教之前，他曾在亚利桑那州Glendale的国际管理学研究生院(即雷鸟商学院)工作。他从事研究与教学的主要方向是跨国企业管理、全球战略和总公司与附属子公司关系学等，曾荣获管理学会、加拿大管理科学协会和国际商学会的奖励。莫礼训博士的论文发表在许多学术刊物上，他还为众多公共与私营企业与机构提供咨询服务。

Allen Morrison

Allen Morrison is an Associate Professor of International Business at Richard Ivey School of Business. He holds a B.A. degree in International Relations from Brigham Young University, an MBA degree from the University of Western Ontario, and a Ph.D. in International Business and Strategic Management from the University of South Carolina. Prior to re-joining Ivey, he taught at Thunderbird, the American Graduate School of International Management in Glendale, Arizona. His research and teaching interests center on multinational business management, global strategies, and parent-subsidary relationships. He has received awards from the Academy of Management, the Administrative Sciences Association of Canada, and the Academy of International Business. Articles by Dr. Morrison have appeared in numerous academic publications. He has consulted with a wide variety of public and private sector organizations.

包铭心(Paul W. Beamish)

包铭心是加拿大西安大略大学毅伟管理学院皇家银行基金教席特聘国际商学教授。他在1993年~1997年间任《国际商学研究杂志(JIBS)》的总编, 撰写或合作撰写了超过20本专著、55篇论文, 著作涉及国际管理学、战略管理学, 特别是合资与合作等领域。他的文章曾发表在《管理学学报》、《战略管理学杂志》、《国际商学研究杂志(JIBS)》、《世界商学杂志》以及《行政管理学会会刊》等刊物上。他曾获得由管理学学会、国际商学学会及加拿大管理科学协会颁发的最佳研究奖。1997年, 他被评选为在过去十年中, 世界上前三位国际战略管理学论著的最高成就者之一。

包铭心教授指导完成了八位博士生的论文写作(另外又有四位即将完成博士论文), 他们的研究领域多数涉及国际合资与合作。他为公共与私营单位提供咨询、管理培训、合并整合与合资促成等服务, 曾经在澳大利亚、加拿大、中国、芬兰、德国、意大利、日本、马来西亚、葡萄牙、瑞典和美国等国, 分别为加拿大外事服务协会、杜邦、贺氏、北方电讯、施耐德以及瓦尔麦特等机构与企业工作。加入毅伟管理学院之前, 他曾经在P&G公司以及劳利尔大学工作。在毅伟管理学院, 他教授多门课程。

包铭心教授撰写了60多个案例研究, 主要涉及国际管理学领域, 这些案例发表在《亚洲案例研究杂志》、《案例研究杂志》及40多本著作中, 其中至少三个案例分别在1995年~1996年和1996年~1997年度被列入毅伟十大畅销案例, 他曾获得欧洲管理学发展基金会颁发的最佳案例写作奖。

包铭心教授多年从事亚洲方面的研究, 他所著的案例研究及进行的商学调查涉及中国大陆、香港SAR、日本、韩国、马来西亚、新加坡、台湾地区和越南等国家和地区。他曾为世界银行对中国的技术转让活动担任顾问, 为加拿大对外事务与国际贸易部在亚洲提供培训课程, 他是中国清华大学出版社出版的五卷本国际商业案例丛书的主编者之一, 也是最新出版的面向中国市场的16卷本案例丛书的总编。他有关亚洲的最新著作包括:《合作战略: 亚太地区透视》(New Lexington 出版社1997年2月出版)和《全球经济中的日本跨国公司》(Edward Elgar 出版社1997年12月出版)。

作为毅伟亚洲管理研究中心总监, 包铭心教授正在领导着针对亚洲的研究工作, 帮助当地的经理人员卓有成效地实施管理, 将在五年期间完成超过200个亚洲案例的研究和写作。

Paul W. Beamish

Paul Beamish is the Royal Bank Professor of International Business at the Richard Ivey School of Business, University of Western Ontario, London, Canada. He served as Editor-in-Chief of the *Journal of International Business Studies (JIBS)* for the 1993-97 period. He is the author or co-author of over 20 books, and 55 articles or contributed chapters. His books are in the areas of International Management, Strategic Management, and especially Joint Ventures and Alliances. His articles have appeared in *Academy of Management Review*, *Strategic Management Journal*, *JIBS*, *Journal of World Business*, and *Academy of Management Executive*. He has received best research awards from the Academy of Management, the Academy of International Business, and the Administrative Sciences Association Canada. In 1997 he was recognized as one of the top three contributors worldwide to the international strategic management literature in the previous decade.

Professor Beamish has supervised eight PhD dissertations (with four more nearing completion). Most have involved international joint ventures and alliances. His consulting, management training, merger integration and joint venture facilitation activities have been in both the public and private sector. He has worked in Australia, Canada, China, Finland, Germany, Italy, Japan, Malaysia, Portugal, Sweden and the United States for such organizations as The Canadian Foreign Service Institute, Dupont, Hayes-Dana, Northern Telecom, Schneider and Valmet. He worked for Procter and Gamble and Wilfrid Laurier University before joining Ivey's faculty in 1987. At Ivey, he teaches on a variety of school programs.

Beamish has authored over 60 case studies, primarily in the international management area. These have appeared in *Asian Case Research Journal*, *Case Research Journal*, and in over 40 books. At least three of his cases were among Ivey's top ten sellers in both 1995-96, and 1996-97. He is a past recipient of a best case writing award from the European Foundation for Management Development.

Professor Beamish has worked on Asia-specific issues for many years. He has written case studies and/or conducted research involving China, Hong Kong, Japan, Korea, Malaysia, Singapore, Taiwan and Viet Nam. He has served as a consultant to The World Bank on Technology Transfer to China, provided training programs in Asia for Foreign Affairs and International Trade Canada, co-edited a five-volume series of international business casebooks published in Chinese by Tsinghua University Press and is currently series editor for the printing of 17 volumes of cases for the China market. His recent Asia-related books include *Cooperative Strategies: Asian-Pacific Perspectives* (published in Feb. 1997 by The New Lexington Press) and *Japanese Multinationals in the Global Economy* (published in Dec. 1997 by Edward Elgar).

As founding Director of Ivey's Asian Management Institute, he is overseeing a process which will generate applied research useful to managers doing business in Asia, and result in over 200 new Asian cases being prepared over a 5 year period.

编 者 的 话

每个组织都有自己的战略，无论是明确的还是潜存的，高效的或是低效的，也无论这一战略是着意拟定的或是自发的。公司进行人力或资本分配便是对其战略的一种声明。本书前三个案例，“科拉波雷公司”、“MINERVA S. A.公司”和“GAMETRONICS公司”重点说明战略形成的基本问题，尤其针对规模日益扩大的企业。这些案例阐述了明确战略所产生的力量以及目标与战略之间的关系等问题。

所有经理人员都必须了解他们的业务环境。环境评价包括对公司运营（见“三星集团与韩国主题公园行业”案例）的全方位分析，以及如何分析公司与主要竞争者的关系。后者可以通过企业活动的展开或价值链分析得以实现，如“加拿大伊凯尔有限责任公司”案例。

战略管理领域的现有典范是战略→结构→业绩的关系。在战略实施之前，公司必须采取一系列措施：任务必须完成；报酬与信息系统必须就位；人员雇用、培训和管理到位；并且要建立起分级负责的汇报制度。虽然有无数的组织措施可以采用，但这些措施并非在所有情况下都同样适用。视选择战略的不同，一些组织结构可能较其他类型的更适用。本卷收录的第二类案例便阐述这类问题。“1972-1994年的中国北方电讯公司”和“里士满工程公司在中国”案例重点说明新协议的谈判；“DSL在墨西哥”案例探索评估系统（和伦理问题）；而“维多利亚重型设备有限责任公司”案例则剖析适当结构的形成过程；最后，“珊瑚潜水胜地”和“布里斯托尔压缩机制造公司，亚洲-太平洋地区”案例解剖战略变化的全过程。

A Note from the Editors

Every organization has a strategy. Implicit or explicit, effective or ineffective, as intended or not—whenever an organization allocates the resources of people or capital, it is making a statement about its strategy. The first three cases—**Kolapore**, **Minerva** and **Gametronics**—focus on basic issues of strategy formulation, albeit in organizations of increasingly larger size. They illustrate such things as the power of a well-defined strategy, and the relationship between goals and strategy.

All managers must understand the environment in which they are doing business. Any environmental assessment must include the ability to methodically analyse the industry in which the firm is operating (see **Samsung and the Theme Park Industry in Korea**) as well as how to analyse the firm in relation to key competitors. This latter issue can be tackled through the development of an activity or value-chain analysis, as in the **IKEA** case.

The basic underlying paradigm in the strategic management area has been the strategy→structure→performance relationship. To implement any strategy, certain organizational actions must be taken: tasks must be carried out; reward and information systems put in place; people hired, trained and managed; and reporting relationships established. While an unlimited number of potential organizational actions exist, they are not all equally appropriate in all situations. Depending on the strategy chosen, some organizational structures are more appropriate than others. The second group of cases in this collection deal with such issues. **Northern Telecom in China** and **Richmond Engineering** focus on the negotiations of new agreements. **DSL de Mexico** looks at evaluation systems (and ethical questions), while **Victoria Heavy Equipment** examines the development of an appropriate structure. Finally, the **Coral Divers** and **Bristol** cases examine the entire strategic change process.

Paul Beamish
Allen Morrison



Content

CASE 1 KOLAPORE, INC.

案例 1 科拉波雷公司

The president and sole employee of a firm in Guelph, Ontario, which specializes in the importation, processing and sale of high quality souvenir spoons, is becoming increasingly frustrated with the pace at which his business is developing. The owner must decide whether he should operate the business full time, part time or at all. This case can be used in a strategy formulation course to illustrate the power of a well-defined strategy.

TEACHING NOTE: 888M04

INDUSTRY: 31 Miscellaneous Manufacturing Industries

ISSUES: 148 Imports
110 Entrepreneurship
161 International Business
390 Career Planning

Canada/Netherlands Small 1986 20 PAGES

AUTHOR: Beamish, P.W.

安大略盖尔弗一家专门从事优质纪念汤勺进口、加工和销售的公司。该公司总经理，也是该公司唯一的员工，正在为公司业务发展而困惑。他必须决定是专职经营公司还是干脆作兼职。本案例可用于企业战略规划课程，用以说明一项定义清晰的企业战略作用。

☞ P1

CASE 2 MINERVA S.A.

案例2 Minerva S.A. 公司 ☞ P21

CASE 3 GAMETRONICS

案例3 GAMETRONICS公司 ☞ P37

CASE 4 SAMSUNG AND THE THEME PARK INDUSTRY IN KOREA

案例4 三星集团与韩国主题公园行业

In the mid 1990s, the management of the Samsung Group had to decide whether to enter the Korean theme park industry. The case focuses on three main issues in the context of the entry decision: (1) the underlying forces that shape industry structure, competitive interaction and profits; (2) the impact of globalization on industry structure; (3) the relationship between a firm's resources and its strategy. Porter's Five Forces model is used to analyze the impact of the competitive forces on profitability.

TEACHING NOTE: 896M06

INDUSTRY: 64 Amusement and Recreation Services

ISSUES: 152 Industry Analysis
483 Industry Globalization
484 Strategy and Resources
94 Diversification

South Korea/Asia Large 1994 19 PAGES

AUTHOR: Beamish, P.W.

CASE WRITER: Dhanaraj C; Kim YS

90年代中期，三星企业集团管理者必须决定是否进入韩国主题公园行业。本案例主要讨论了市场进入这一决定的三个背景问题：(1)决定行业结构、相互竞争和利润的因素；(2)全球化对这一行业的影响；(3)公司资源和其战略之间的关系。波特的五种动力模型在本案例中被用以分析竞争力给企业盈利造成的影响。

☞ P49

CASE 5 IKEA (CANADA) LTD. 1986 (CONDENSED)

The mid-1986 Sears new catalogue contained a 20-page section called Elements. This section bore a striking resemblance to the format of an IKEA catalogue, and the furniture being offered was similar to IKEA'S knocked-down self-assembly line. The head of IKEA'S North American operations wondered how serious Sears was about its new initiative and what, if anything, IKEA should do in response.

TEACHING NOTE: 888M10

INDUSTRY: 49 Furniture, Home and Equipment Stores

ISSUES: 337 Value Analysis
318 Supplier Relations
53 Competition
317 Subsidiaries

Canada/Sweden/USA Large 1986 14 PAGES

AUTHORS: Beamish, P.W. Killing, J.P.

案例 5 加拿大伊凯尔有限责任公司 1986(缩写版)

1986年中期,西瑞斯(Sears)公司推出了新的产品目录,其中有20页称为“基础产品”的部分与伊凯尔公司的产品目录的形式有惊人的相似之处,同时此公司的装备和伊凯尔公司一流的自动流水线也很相似。伊凯尔公司北美经营主管不知西瑞斯公司对这项新举措是否谨慎从事。如果可能,伊凯尔公司对此应采取何种对策。

☞ P68

CASE 6 NORTHERN TELECOM IN CHINA, 1972 TO 1994

Nortel, a large Canadian telecommunications company, has been doing business in China since 1972. By mid-1994, Nortel had successfully developed two joint ventures in China but two others were bogged down in negotiations. Art MacDonald, the chairman of Nortel China, is contemplating a series of alternative ways of expediting the negotiations.

TEACHING NOTE: 897G05

INDUSTRY: 40 Communications

ISSUES: 167 Investments
222 Negotiation
175 Joint Ventures
324 Technology

China Large 1994 22 PAGES

CASE WRITER: Abramson NR; Ai JX

案例 6 1972-1994年的中国北方 电讯公司

北方电讯(Nortel),一家大型加拿大电讯公司,自1972年以来一直和中国保持着商业往来。在1994年中期以前,北方电讯在中国成功地建立了两家合资企业,却有另外两家在谈判中陷入了僵局。阿特·麦克唐纳,中国北方电讯公司的董事长正考虑以别的方式促使谈判取得成果。

☞ P82

CASE 7 RICHMOND ENGINEERING IN CHINA

Richmond Engineering is a successful Vancouver-based entrepreneurial manufacturer of roadway light poles that has decided to expand into Asia rather than attempting to compete in Eastern Canada or the United States. The process of finding and qualifying leads for joint ventures, the stages for developing an agreement according to Chinese

案例 7 里士满工程公司在中国

里士满工程公司是一家以温哥华为生产基地,专门从事公路照明电杆的成功企业。目前,该公司决定在亚洲扩展业务,而不愿参与加拿大东部或美国市场的竞争。本案例对以下几方面问题