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清华大学经管学院

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国际通用MBA教材

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案例

管理沟通

史诺嘉 (Kathleen E. Slaughter) / 编

英文版

Management Communications

CASES



机械工业出版社
China Machine Press

Richard Ivey School of Business
The University of Western Ontario

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图书在版编目 (CIP) 数据

管理沟通案例: 英文/ (加) 史诺嘉 (Slaughter, K. E.) 编. - 北京: 机械工业出版社, 1998.7

(国际通用 MBA 教材配套案例)

ISBN 7-111-06628-6

I. 管… II. 史… III. 管理行为, 沟通-案例-英文 IV. C936

中国版本图书馆 CIP 数据核字 (98) 第 17589 号

出版人: 马九荣 (北京市百万庄大街 22 号 邮政编码 100037)

责任编辑: 江颖

审读人: 陈强

北京忠信诚胶印厂印刷·新华书店北京发行所发行

1998 年 7 月第 1 版第 1 次印刷

787mm × 1092mm ¹/₁₆ · 6 印张

印数: 0 001—2 000 册

定价: 16.00 元

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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，同时在这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培训计划方面最佳的15所商业学院之一。

DAZ/10/04

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人员课程的工商管理硕士生、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.

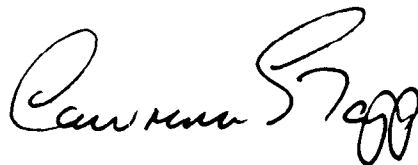
During Phase I of the project: 35 articles, cases, and notes were written; nine Ivey faculty participated in short lecture visits to China; 12 visiting scholars spent one year each at Ivey; there were eight graduates of the MBA program; all visiting Chinese attended the Case Writing Workshop. This project 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 a large, stylized initial "L" and "G".

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众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

史诺嘉 (Kathleen E. Slaughter)

史诺嘉教授是西安大略大学毅伟管理学院管理沟通学系教务主任。她于1983年进入西方商学院，受命开发并教授本科生和工商管理硕士生的管理沟通学课程，工商管理硕士生的课程于1983年秋季开课，本科生课程随后于1984年开课，1991年该课程扩展到在职工商管理硕士计划中。

她在毅伟管理学院的任期中，写了大量用于管理沟通学课程的案例和教材。1990年，她参与合著了教科书《商业沟通：过程与实践》。

1991年春季，史诺嘉教授作为访问学者，在中华人民共和国的清华大学经济管理学院同时教授本科生和研究生课程。1992年，她成为斯洛文尼亚Brdo的欧洲行政管理发展中心的客座教授。1994年，又在加利福尼亚San Luis Obispo的加利福尼亚工业学院和墨西哥的Instituto Tecnológico Y De Estudios Superiores de Monterrey in Monterrey讲学。她目前的案例写作与教学方向是跨文化沟通与全球沟通。

Kathleen E. Slaughter

Professor Slaughter is the Co-ordinator of Management Communications at the Richard Ivey School of Business, The University of Western Ontario. She joined the Western Business School in 1983 with a mandate to develop and teach a Management Communications course for both the undergraduate and MBA programs. The MBA course was launched in the fall of 1983 and the undergraduate course followed in 1984. The course was further expanded in 1991 for to include the Executive MBA programs.

During her tenure at Western, she has written many cases and teaching materials for the Management Communications courses. In 1990, she co-authored the text book, Business Communication: Process and Practice

In the Spring of 1991, Professor Slaughter was a visiting scholar at Tsinghua University in the People's Republic of China where she taught in the School of Management and Economics at both the undergraduate and graduate levels. In 1992, she was a visiting Professor at the European Executive Development Centre in Brdo, Slovenia. In 1994 she taught at the California Polytechnical Institute in San Luis Obispo, California and at the Instituto Tecnológico Y De Estudios Superiores de Monterrey in Monterrey, Mexico. Her current case writing and teaching interests are in cross cultural communication and communicating in the global environment

编者的话

本案例集用于管理沟通中的组织沟通课程部分。课程分为两部分：1)技能开发，注重对写作和表达能力的训练；2)组织沟通，注重理解与不同的利益群体进行沟通的复杂性和挑战性。

“Cherie化妆品”案例为读者提供有关组织内部沟通过程以及不同沟通渠道的优势与劣势的知识；“Sterling制药”案例则对内部沟通的重要性进行了更深入的研究，并将沟通扩展到外部对象，如：政府部门、当地媒体和行业工会；“Consumers燃气公司”案例进一步将外部沟通对象扩展到商业与工业联合会、环境保护论者、社团领袖和国际媒体；Albright & Wilson Americas 磷酸盐厂”和“Noranda：环境通信”案例说明随着利益群的扩大，沟通以及对特殊利益群体的响应变得越来越复杂，“Noranda：环境通信”案例还将沟通的复杂性扩展到国际合资领域；最后，“Grupo Financiero Inverlat”、“Midstream与Petrovietnam合资”案例深入研究了国际合资领域沟通所特有的跨文化沟通问题。

A Note from the Editor

This case book provides the cases used in the organizational communication component of a Management Communications course. The course is divided into two sections: 1) skill development which addresses the need for strong writing and presentation skills and 2) organizational communication which addresses the need to understand the complexity and challenges of communication both internally and externally with a broad range of stakeholders.

The Cherie Cosmetics case develops the awareness of the communications process within an organization and of the advantages and disadvantages of various channels of communication. The importance of internal communication is further examined in the Sterling Drugs case which provides the extension of communication to external audiences such as government, local media and unions. The Consumers Gas case expands the external communication to include business and industry associations, environmentalists, community leaders and international media. As the range of stakeholders increases, so does the complexity of the communication challenges and those challenges begin to include responses to special interest groups in the Albright and Wilson and Noranda cases. The Noranda case also extends the range of complexity to include communication in joint ventures in international settings. International joint venture communication is further examined with the added dimension of cross-cultural communication in Grupo Financiero Inverlat and Midstream and Petrovietnam.

Kathleen E. Slaughter



Content

CASE 1 ALBRIGHT & WILSON AMERICAS 案例 1 Albright & Wilson Americas 磷酸盐厂

Albright & Wilson Americas is a phosphate manufacturer. They have information that urban phosphates are no longer the problem they were in the 1960' s and 1970' s. The introduction of Loblaw's " phosphate free" detergent in June 1989, has created a concern that it, and possible competitive entries, will create even more negative attitudes towards phosphates. They are trying to decide what actions, if any, they can take to bring more current information about phosphates and their substitutes to the citizens of Canada.

TEACHING NOTE: 893A05

INDUSTRY: 21 Chemicals and Allied
Products

ISSUES: 275 Public Relations
51 Communications
0
0

Canada Large 1989 7 PAGES

AUTHOR: Kennedy, J.R.

Albright & Wilson Americas 是一家磷酸盐制造厂。他们得知 60、70年代城市的磷酸盐问题如今已不再存在。1989年6月, Loblaw 生产的无磷洗涤剂的上市, 以及产生了行业竞争的可能。对磷制品, 公众将持更多的反对意见。无论如何他们都要试图采取行动。他们可以找来关于磷的最新消息以及为加拿大的公民送去磷产品的替代品。

☞ P1

CASE 2 CHERIE COSMETICS LIMITED: ELEGANTE DIVISION

案例 2 Cherie 化妆品有限公司 美容分公司

Communications have broken down between operations and divisional marketing at Cherie, an international cosmetic company. The general manager of the Elegante division, Heather King, wrote to the vice-president of operations, Bob Shaw, to elicit some response from Operations that would lead to better communication between marketing and operations. It is now only three days until the next meeting between operations and marketing and the vice-president has made no response to Heather King' s memo.

INDUSTRY: 21 Chemicals and Allied Products

ISSUES: 51 Communications
157 Interdepartmental Relations
0
0

Ontario, Canada Medium 1983 8 PAGES

AUTHOR: Slaughter, K.E.

国际化妆品公司CHERIE生产公司与营销公司之间的联系中断了。美容分公司(ELEGANTE DIVISION)的总经理HEATHER KING 写信给生产公司的副总裁BOB SHAW, 希望得到生产公司的消息。在生产公司与营销公司之间建立更好的通信联系。三天后就要举行生产公司与营销公司的下一轮会议, 生产公司的副总经理还没有给予答复。

☞ P8

**CASE 3 CONSUMERS GAS:THE LNG PLANT(A) 案例 3 Consumers 燃气公司:
The LNG 工厂(A)**

Consumers Gas wants to increase its chance of getting regulatory approval for a new liquified natural gas storage facility. With increasing opposition to the proposed facility from local residents, does it make sense to continue an expensive public participation program?

TEACHING NOTE: 889L02

INDUSTRY: 51 Miscellaneous Retail
ISSUES: 51 Communications
191 Management Communication
275 Public Relations
0

Ontario, Canada Large 1985 10 PAGES

AUTHOR: Northey, M.
CASE WRITER: Cousineau L

Consumers 燃气公司希望能获取生产一种新型液化天然气的储存设备。伴随来自公众的不断增加的反对意见, 继续进行这项公众参与的昂贵的计划, 还有意义吗?

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CASE 4 GRUPO FINANCIERO INVERLAT 案例 4 Grupo Financiero Inverlat

A small team of Canadian managers from the Bank of Nova Scotia is faced with the challenges of managing a recently acquired Mexican operation. Managers must cope with a language barrier and cultural differences as they try to restructure the over-staffed Mexican financial institution.

INDUSTRY: 58 Banking
ISSUES: 51 Communications
521 Management in a Global Environment
509 Intercultural Relations
422 Restructuring

Mexico Large 1996 13 PAGES

AUTHORS: Lane, H.W. Slaughter, K.E.
CASE WRITER: Campbell DD

加拿大NOVA SCOTIA 银行的经理们正面临着管理一家最近获得的墨西哥企业的挑战。经理们在重建人员过多的墨西哥财务体制时必须克服语言障碍和文化差异。

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**CASE 5 MIDSTREAM AND PETROVIETNAM 案例 5 Midstream与Petrovietnam
合资**

In July of 1993, John Campbell, vice-president of finance & administration at Midstream Gas Processing Ltd. in Calgary, and Clint Markson, manager of finance for Extensive Pipe Lines in Calgary, were reviewing the expenses of a proposed joint venture with PetroVietnam. The process had been time consuming and expensive; they began to doubt whether the joint venture was even possible. What could they do to increase the probability of

1993年7月, 卡加利Midstream 燃气有限公司的主管财务的副总裁 John Campbell 和卡加利Extensive 管道公司财务部经理Clint Markson 正在讨论与PetroVietnam 公司合资的费用问题。该过程费时又费钱, 他们开始怀疑进行合资是否可能? 他们