

当代全美 **MBA** 经典教材书系 (英文原版)

北大光华管理学院 IMBA、MBA 推荐用书

培生教育出版集团精选教材系列

商务学

Ricky W. Griffin

Ronald J. Ebert / 著

第 **6** 版

Business



北京大学出版社 培生教育出版集团
Pearson Education
<http://www.pup.com.cn> <http://www.digishop.com.cn> <http://www.prenhall.com>



Prentice
Hall



* T096914 *

Business

第 6 版

商务学

Prentice
Hall

Ricky W. Griffin / 著
Texas A&M University

Ronald J. Ebert / 著
University of Missouri-Columbia



北京大学出版社

<http://www.pup.com.cn>

<http://www.digishop.com.cn>

培生教育集团

Pearson Education

<http://www.prenhall.com>

北京市版权局著作权合同登记图字:01-2001-5433 号

图书在版编目(CIP)数据

商务学/(美)格里芬(Griffin, R. W.), (美)埃伯特(Ebert, R. J.) 著. —影印本. —北京:北京大学出版社, 2002. 1

(当代全美 MBA 经典教材书系)

ISBN 7-301-05419-X

I. 商... II. ①格... ②埃... III. 商务-研究生-教材-英文 IV. F7

中国版本图书馆 CIP 数据核字(2001)第 094931 号

English reprint edition copyright © 2002 by PEARSON EDUCATION NORTH ASIA LIMITED and PEKING UNIVERSITY PRESS (Original English language title from Proprietor's edition of the Work).

Original English language title:

Business, 6th ed. by Ricky W. Griffin, Ronald J. Ebert

Copyright © 2002, 1999, 1996, 1993, 1991 by Prentice Hall, Inc.

All Rights Reserved.

Published by arrangement with the original publisher, Prentice Hall, Inc., a Pearson Education Company. This edition is authorized for sale only in People's Republic of China (excluding the Special Administrative Region of Hong Kong and Macao).

丛书策划:彭松建 金娟萍 林君秀 张芳

书 名:商务学(第6版)

著作责任者:Ricky W. Griffin Ronald J. Ebert

责任编辑:林君秀 张慧欣

标准书号:7-301-05419-X/F.0476

出版发行:北京大学出版社

地 址:北京市海淀区中关村北京大学校内 100871

网 址:www.pup.com.cn 电子信箱:zpup@pup.pku.edu.cn

电 话:出版部 62752015 发行部 62754140 编辑部 62752027

排版者:北京天宇盛业文化信息咨询有限公司

印刷者:山东新华印刷厂临沂厂

经销者:新华书店

850 毫米×1168 毫米 16 开本 45 印张 911 千字

2002 年 1 月第 1 版 2002 年 1 月第 1 次印刷

印 数:1~3000 册

定 价:69.00 元

版权所有,翻印必究。

本书封面贴有 Pearson Education 出版集团激光防伪标签,无标签者不得销售。

当代全美**MBA**经典教材书系（英文原版）
北大光华管理学院 IMBA、MBA推荐用书
培生教育出版集团精选教材系列



- 主 编：张维迎 北京大学光华管理学院副院长，教授
- 副主编：王建国 北京大学光华管理学院院长助理
MBA项目主管，教授
- 彭松建 北京大学出版社社长，教授

学术委员会

田 主 任:厉以宁

田 副主任:张维迎

田 委 员(按姓氏笔划):

于鸿君	王立彦	王建国	王其文
朱善利	厉以宁	刘 力	邹恒甫
张国有	张维迎	陆正飞	周春生
林君秀	武常歧	徐信忠	梁钧平
梁鸿飞	徐淑英	涂 平	符 丹
曹凤岐			

·院长寄语·

北京大学光华管理学院秉承北大悠久的人文传统、深邃的学术思想和深厚的文化底蕴,经过多年努力,目前已经站在中国经济发展与企业管理研究的前列,以向社会提供具有国际水准的管理教育为己任,并致力于帮助国有企业、混合所有制企业和民营企业实现经营管理的现代化,以适应经济全球化趋势。

光华 MBA 项目旨在为那些有才华的学员提供国际水准的管理教育,为工商界培养熟悉现代管理理念、原理和技巧的高级经营管理人才,使我们的 MBA 项目成为企业发展致富之源,为学员创造迅速成长和充分发挥优势的条件和机会。

为了适应现代人才需求模式和建立中国的一流商学院,北京大学光华管理学院正在推出国际 MBA“双语双学位”培养方案;同时,为了配合北大 MBA 教育工作的展开,光华管理学院与北大出版社联合推出本套《当代全美 MBA 经典教材书系(英文原版)》,并向国内各兄弟院校及工商界人士推荐本套丛书。相信我们这些尝试将会得到社会的支持。而社会对我们的支持,一定会使光华 MBA 项目越办越好,越办越有特色。

北京大学光华管理学院院长

厉以宁

出版者序言

2001年12月10日中国加入了世界贸易组织,从此,中国将进一步加大与世界各国的政治、经济、文化各方面的交流和合作,这一切都注定中国将在未来世界经济发展中书写重要的一笔。

然而,中国经济的发展正面临着前所未有的人才考验,在许多领域都面临着人才匮乏的现象,特别是了解国际贸易规则、能够适应国际竞争需要的国际管理人才,更是中国在未来国际竞争中所必需的人才。因此,制定和实施人才战略,培养并造就大批优秀人才,是我们在新一轮国际竞争中赢得主动的关键。

工商管理硕士(MBA),1910年首创于美国哈佛大学,随后MBA历经百年风雨不断完善,取得了令世人瞩目的成绩。如今,美国MBA教育已经为世界企业界所熟知,受到社会的广泛承认和高度评价。中国的MBA教育虽起步较晚,但在过去10年里,中国的MBA教育事业发展非常迅速,也取得了相当显著的成绩。现在国内已经有50多所高等院校可以授予MBA学位,为社会培养了3000多名MBA毕业生,并有在读学员2万多人。

目前,国内的MBA教育市场呈现一片繁荣景象,但繁荣的背后却隐藏着种种亟待解决的问题。其中很大一部分问题的成因是因为目前我国高校使用的教材内容陈旧,与国外名校的名牌教材差距较大,在教学内容、体系上也缺乏与一流大学的沟通。为适应经济全球化,国家教育管理部门曾要求各高校大力推广使用外语讲授公共课和专业课,特别是在我国加入WTO后急需的上百万人才中,对MBA人员的需求更是占1/3之多,所以,大力开展双语教学,适当引进和借鉴国外名牌大学的原版教材,是加快中国MBA教育步伐,使之走向国际化的一条捷径。

目前,国内市场上国外引进版教材也是新旧好坏参差不齐,这就需要读者进行仔细的甄别。对于国外原版教材的使用,在这里我们要提几点看法。国外每年出版的教材多达几万种,如果不了解国外的教材市场,不了解国外原版教材的品质就可能找不到真正适合教学和学习的好的教材。对于不太了解外版教材的国内读者来说,选择教材要把握以下几点,即:选择国外最新出版的书籍;选择名校、名作者的书籍;选择再版多次并且非常流行的书籍。综合以上几点来看,目前国内市场上真正出新、出好、出精的MBA教材还是不多的。

北京大学出版社推出的《当代全美MBA经典教材书系(英文原版)》弥补了国内MBA教材市场的缺憾,给国内MBA教材市场注入了一股新鲜的血液。全套丛书共由22本书组成,覆盖了北京大学MBA的全部主修课程,包括:经济学、管理学、营销学、战略管理、管理信息系统、运作管理、人力资源管理、商务沟通、国际金融、金融管理、决策分析、货币银行学、会计学等。另外在十几门主课的基础上又增加了几门高级选修课程,包括:国际会计学、组织行为学、投资学、商务学、财务报表解析、管理会计、管理沟通、商业伦理学、企业家精神等。

本套丛书的筛选大体上本着以上所提到的几点原则,即,(1)出“新”。克服以往教材知识陈旧、落后的弊端,大部分教材的出版年限都选择在2002年,与国外原版书同步出版。(2)出“好”。本套丛书收入了美国哈佛大学、斯坦福大学、麻省理工学院等著名院校所采用的教材,如:《管理学》、《营销管理》、《管理信息系统》、《管理人力资源》、《财务会计》、《管理会计》、《面向管理的数量分析》等;本套丛书收入著名学术界宗师包括斯蒂芬·罗宾斯(《管理学基础》)、菲利

普·科特勒(《营销管理架构》)、查尔斯·亨格瑞(《财务会计》)、威廉·鲍莫尔(《经济学:理论、方针和政策》)等人的学术巨著。(3)出“精”。大多数教材都是再版多次,经过不断的修改和完善而成的,如:再版5次的《卓越的商务沟通》、《现代投资理论》、《商业伦理:概念和案例》等;再版6次的《货币、银行和金融市场经济学》、《商务学》、《财务报表解析》等;再版7次的《面向管理的数量分析》等;再版8次的《经济学:理论、方针和政策》、《财务会计》、《管理信息系统》等;甚至还有再版12次的《金融管理与政策》、《管理会计》。本丛书中每一本书的选择都依据该书旧的版本,或作者过去同类书籍的销售情况,选择居于该领域销售排行榜首位的教材。

本套《当代全美 MBA 经典教材书系(英文原版)》集合了美国经济学界和管理学界各个学科领域专家的权威巨著,该丛书经过北京大学光华管理学院及其他著名高校的知名学者的精心选编,包括了大量精深的理论指导和丰富的教学案例,真正称得上是一套优中选精的丛书。

致谢

本套教材是我社与国外一流专业出版公司合作出版的,是从大量外版教材中选出的最优秀的一部分。在选书的过程中我们得到了很多专家学者的支持和帮助,可以说每一本书都经过处于教学一线的专家、学者们的精心审定,北京大学出版社英文影印版教材的顺利出版离不开他们的无私帮助,在此,我们将对审读并对本套图书提出过宝贵意见的老师们表示衷心的感谢,他们是:

北京大学光华管理学院:符国群、李东、梁钧平、陆正飞、王建国、王其文、杨岳全、于鸿君、张国、张圣平、张志学、朱善利(按拼音排序)

中央财经大学会计系:孟焰

本套丛书的顺利出版还得到了培生教育集团(Pearson Education)北京代表处、汤姆森学习集团(Thomson Learning)北京代表处的大力支持,对他们的付出我们也非常感谢。

教辅材料说明

教材,顾名思义教学之材料,它和普通的书籍有一个很大的区别,就是必须以“方便教授教学”为主。所以,好的教材更需有完备的教学辅助材料相匹配,且每一本教材都要有教辅材料,只有配备了齐全的辅助材料才能称其为完整的教材。北京大学出版社的《当代全美 MBA 经典教材书系(英文原版)》系我社获全球最大的教育出版集团,美国培生教育集团(Pearson Education Group)独家授权之英文影印版本。Pearson Education 旗下的国际知名教育图书出版公司 Prentice Hall/Addison Wesley/Longman,以其高品质的经济类出版物,已成为全美乃至全球高校采用率最高的教材,享誉全球教育界、工商界。我社在选择此套教材的过程中,尽量选择教辅材料齐全的教材,这些教辅材料包括:教学指导用书、教学提纲、测试题、解答题、课堂演示文稿等,以书、幻灯片(Powerpoint Mesentation)、Disk、CD、CD-ROM 等形式出现。我社特获权独家复制以上材料,并向采用该书的教师免费赠送。同时,这些材料还可通过访问培生教育集团相关站点:<http://www.prenhall.com>、<http://www.pearsoned.com>、<http://www.aw.com> 或国内站点:<http://www.digishop.com.cn> 免费下载。

欲获得相关教辅材料的教师烦请填写后面的《教辅资料支持表》,以确保此教辅材料仅为教师获得。

出版声明

本套丛书是对国外原版教材的直接影印,由于各个国家政治、经济、文化背景的不同,原作者所持观点还请广大读者在阅读过程中加以分析和鉴别。我们希望本套丛书的出版能够促进中外文化交流,加快国内经济管理专业教学的发展,为中国经济走向世界做出一份贡献。

我们欢迎所有关心中国 MBA 教育的专家学者对我们的工作进行指导,欢迎每一位读者给我们提出宝贵的意见和建议。

北京大学出版社
数字经实公司
2002 年 1 月

内 容 简 介

《商务学》第6版,共分为6部分21章,主要包括:对当代商务环境的介绍、商务管理、组织成员、市场营销原理、运作及信息管理、金融的发布等。

本书是在商业领域学生用书中最畅销的一本教材,它涵盖了使商业成功的每一个方面。本书第6版紧跟新经济体制下各方面迅速发展的脚步,并继承、延续了旧版本通俗易懂的传统。本书侧重于商务活动中的人,以及他们每天所做的决定。作者在许多新的方面有所尝试,将此书提高到一个更高的水平。同时,通过生动的例举、案例帮助学生们更好地理解本课程。在电子商务整合、面对面商务联系、章节末尾的资料以及大量更新的信息等方面体现了本书的特色。

适用性:适合研究生和本科生、MBA的商务入门课程,还可作为各企业、公司管理人员的培训教材和参考书。

畅销性:本书为哥伦比亚大学教学用书,同时被世界各地多所大学采用。

作者简介

Ricky W. Griffin 出生并成长于得克萨斯州的 Corsicana。他在北得克萨斯州立大学获得 B. B. A. 学位,在休斯敦大学获得工商管理硕士和博士学位。在 1978 年到 1981 年间他执教于密苏里哥伦比亚大学,1981 年,他加入了 Texas A&M。1990 年,他成为校内 Lawrence E. Fouraker 的一名工商管理教授。1997 年,他成为 Lowry Mays College 和 Texas A&M 研究生商学院的管理系主任。

Griffin 博士的研究兴趣包括管理人员能力的开发、员工健康和福利以及组织功能障碍行为。他还在任务设计、雇员动机和质量循环方面给 Baker-Hughes, Texas Instruments, Six Flags Corporation, 得克萨斯商业银行和 AT&T 等公司做咨询。他的研究已经获得了两项管理研究会的奖项(都是在区分组织行为方面)和一项得克萨斯州 A&M 大学研究奖。

作为前任管理学会西南区的主席,Griffin 博士还是得克萨斯州 A&M 人力资源管理中心的主任。除了在商业上的成绩,他还是四本书的作者或合著作者,以及 60 余篇杂志论文的作者。

Ronald J. Ebert 是密苏里—哥伦比亚大学的管理学教授。他从俄亥俄州立大学获得工业工程学的理学学士学位,从代顿大学获得工商管理硕士学位,从印第安纳大学获得 D. B. A. 学位。Ebert 博士是管理学会、管理科学协会、美国生产和存货控制协会及生产管理协会的一名成员和积极的参与者。他是《生产管理杂志》的编辑,还担任着管理学会产品和生产管理分会的主席职务。除了在商业上取得这些成绩,他还是三本书的合著作者:《组织决定过程》、《产品和生产管理》(被翻译成英语、西班牙语和中文)和《管理学》。

他在通用汽车公司中的 Frigidaire 部负责质量管理的工程和监督任务。并已经为 the National Science Foundation, the United States Savings and Loan League, Kraft Foods, Oscar Mayer, Sola Optical USA, Inc., the City of Columbia 和 the American Public Power Association 等公司做了关于 TQM 和实施策略方面的咨询。他的研究兴趣主要是制定政策和策略、生产发展中的工程设计过程、质量统计控制和策略公式化的主观管理判断。

To Dustin

I am so proud of you.
— (R.W.G.)

For Vi

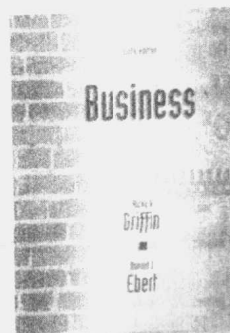
*From cruelty and hatred,
the hope for new life,
the joy of love,
and the remembering
of it all.*
— (R.J.E.)

From the Authors Ricky Griffin and Ron Ebert

At about the time we sat down to assemble this preface, we both kept seeing a TV ad promoting "Financial Knowledge for the New Economy" as the number-one ingredient for business success. Generally speaking, you can't argue with the premise, but we feel that, especially for introductory business students, "knowledge for the new economy" has to go beyond the "financials." Students need to know something about every aspect of business and the environment in which business prospers. And make no mistake about it. We have prosperity because—or maybe despite the fact that—the rules of the game are constantly changing throughout the business environment and across the entire range of business practices. There are new forces at work. Nowadays, companies come together on short notice for collaborative projects and then, just as quickly, return to their original shapes as separate (and often competing) entities. Employees and companies share new ideas about work—about when and where it takes place, about how it gets done, about who determines roles and activities in the workplace. With communications technologies having shattered the barriers of physical distance, tight-knit teams with members positioned around the world share information just as effectively as groups huddled together in the same room.

In nearly every aspect of business today, from relationships with customers and suppliers to employees and stockholders, there are new ways of doing things, and a lot of them are surpassing traditional business practices, with surprising speed and often with better competitive results. Along with new ways come a host of unique legal and ethical (and financial) issues to challenge the creativity and judgment of people who do business. For all of these reasons we, as authors and teachers, felt a certain urgency when it became obvious that, in revising *Business* for its sixth edition, we had to capture the flavor and convey the excitement of the new economy in all of its rapidly evolving practices.

Ricky Griffin
Ron Ebert



Griffin/Ebert, **Business, Sixth Edition** explores the full range of the new economy, from the raft of start-up dot-coms to the fleet of traditional flagship companies, with a number of innovative features.

In each chapter, boxes titled "It's a **Wired World**" offer concise, concrete descriptions of the steps that established businesses are taking to keep pace with both new and old competitors in the e-business environment. Each box describes the situation faced by a real firm or industry, showing how the challenges of a business function is being met by the introduction of technology.

The first of these is the *Journal of the American Medical Association*, which has been the most influential of the medical journals in the United States since its founding in 1882. It has a long history of publishing articles on a wide range of medical topics, and its influence on the medical profession is well known. The second of these is the *New England Journal of Medicine*, which has been the most influential of the medical journals in the United States since its founding in 1812. It has a long history of publishing articles on a wide range of medical topics, and its influence on the medical profession is well known. The third of these is the *Lancet*, which has been the most influential of the medical journals in the United States since its founding in 1823. It has a long history of publishing articles on a wide range of medical topics, and its influence on the medical profession is well known.

the 1970s, the United States and the Soviet Union were the main forces behind the development of the international system of human rights monitoring. However, during the 1980s, the United States and the Soviet Union were preoccupied with their own internal problems and the international system of human rights monitoring was largely neglected. During the 1990s, the United States and the Soviet Union were preoccupied with their own internal problems and the international system of human rights monitoring was largely neglected. During the 1990s, the United States and the Soviet Union were preoccupied with their own internal problems and the international system of human rights monitoring was largely neglected.

the same, and the same for the other two. The authors have not considered the possibility that the two different types of cells may have different functions in the brain. For example, the cells that are found in the hippocampus may be involved in memory, while the cells that are found in the cerebellum may be involved in motor control. The authors have not considered the possibility that the two different types of cells may have different functions in the brain. For example, the cells that are found in the hippocampus may be involved in memory, while the cells that are found in the cerebellum may be involved in motor control.

In every chapter a box titled **"Life Cycle of an e-Business"** features Garden.com, an innovative e-business that won awards for its innovations but fell victim to the risky nature of such Internet ventures. There are some important lessons to be learned; namely, that the business world is fraught with risk, threats, and the potential for failure.

Setting Out Roots Across Borders

Face-to-Face Business Connections...

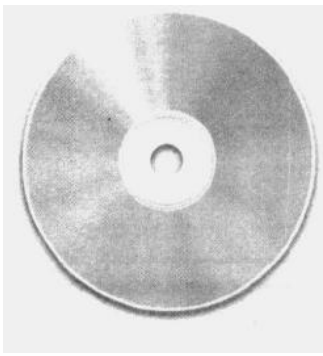
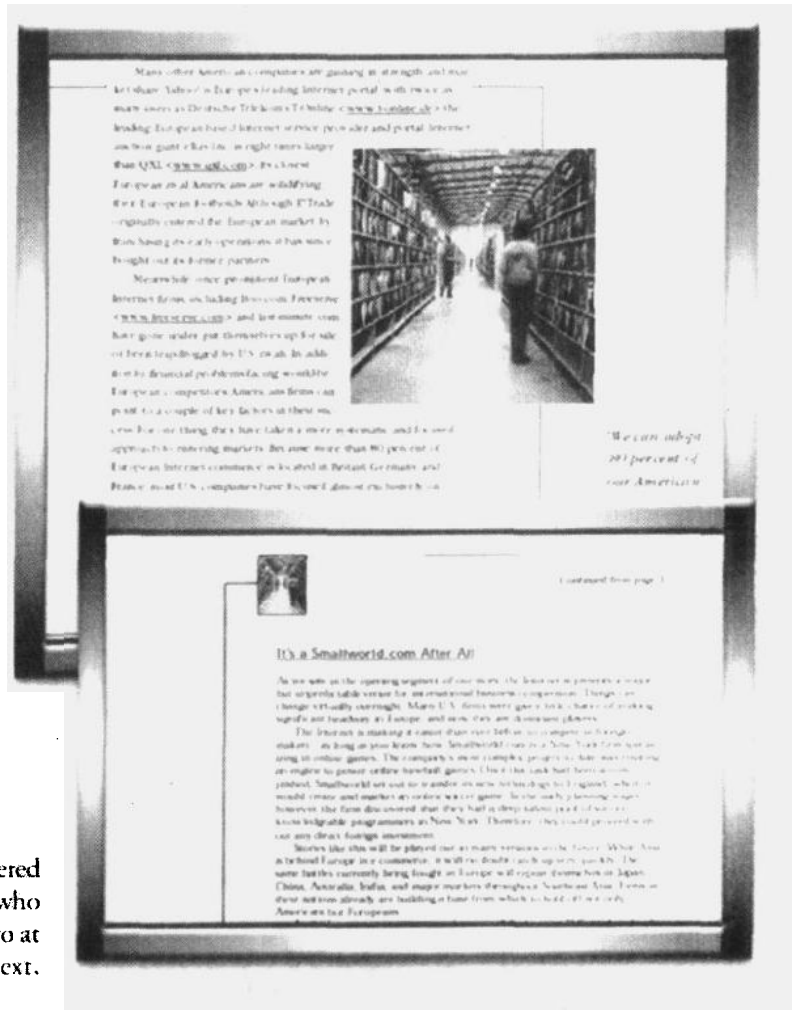
Like its predecessors, the sixth edition of **Business** focuses on people in business and the decisions they make on a daily basis. We have taken this commitment to new levels in an effort to provide more **personal**—and, at the same time, more **practical**—access to people who do business by letting students ask them questions about cutting-edge business issues and practices.

New! Two Part Vignettes

To engage students in real-life business situations, each chapter now opens with a vignette describing how an individual or organization has responded to an opportunity or challenge related to the topic of the chapter. The story is then revisited at the end of the chapter, where it concludes with more information and follow-up questions tailored to help students analyze the case, either on their own or in class as a group activity.

New! Student Q&A's

Each chapter contains three student questions—questions that real students have asked about the facts and ideas presented in the chapter. Each question is revisited on a free student CD-ROM where it is answered by a panel of business professionals—real people who not only work in different businesses but who do so at different levels of experience. Throughout the text, questions are indicated by a CD-ROM icon.



Free! Student CD-ROM

This **FREE** student CD-ROM provides students with a first-hand look at real business issues. In each chapter, a cross section of business professionals at a variety of career stages respond to a wide-range of practical student questions. Their responses reflect their own real-life experiences and apply them to chapter content in a way that brings concepts to life and gives students a unique perspective on contemporary business.

Exciting End-of-Chapter Activities...

New!

Video Exercises. We're proud to introduce a brand-new video library for the sixth edition of *Business!* Each chapter now concludes with an engaging Video Exercise that puts chapter concepts into a dramatic real business context. Each video exercise asks students to analyze a real company and perform specific activities with follow-up discussion questions and assignment material.

New! Crafting Your Business Plan Exercises.

Chapter-ending exercises apply chapter material to the task of developing a business plan. Students are first encouraged to examine sample plans from a variety of businesses and then to personalize their own plans using Windows-based *Business Plan Pro* 4.0. This intuitive software offers the beginning student a step-by-step approach to understanding and building professional business plans. With version 4.0, planners can also publish to a protected Internet site, where readers can access all or part of posted plans. The educational version of the best-selling *Business Plan Pro* Software can be packaged with the text for \$10.00.

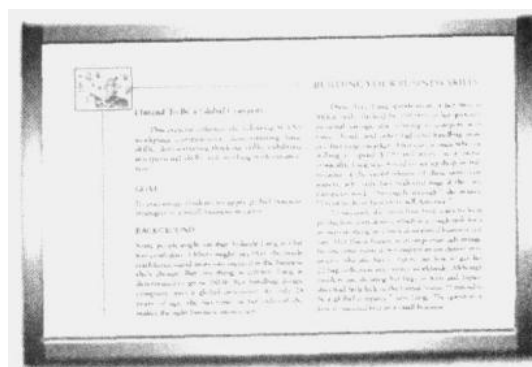
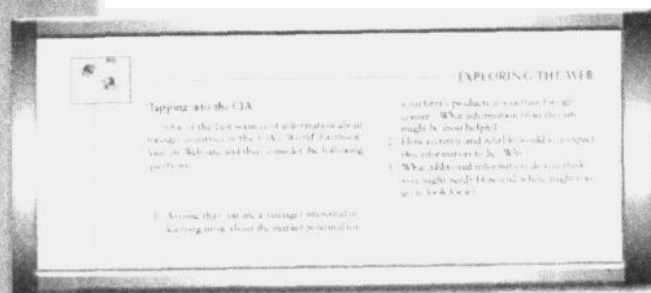
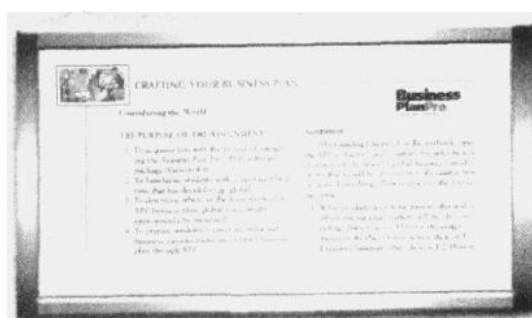
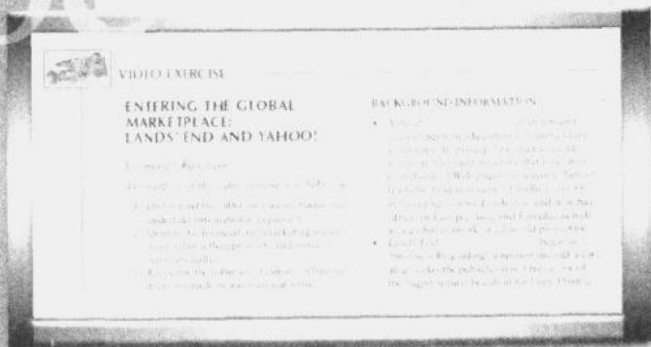
New!

Exploring the Web Exercises.

In these exercises, students are directed to the Internet and given hands-on activities designed to enhance their understanding of important chapter topics.

Fully Updated! Building Your Business Skills.

These popular end-of-chapter exercises consist of activities that allow students to apply their knowledge and critical-thinking skills to an extended problem drawn from a wide range of realistic business experiences. Each of these exercises has been specifically designed to satisfy the general criteria laid out in the Secretary of Labor's Commission of Achieving Necessary Skills (SCANS) requirements.



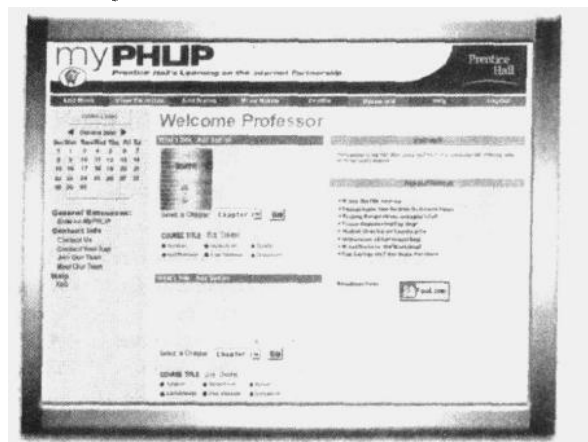
Free Companion Website... myPHILIP

Prentice Hall's New myPHILIP Companion Web Site
www.prenhall.com/griffin

This powerful Prentice Hall Web site offers **chapter-specific current events, Internet exercises, and downloadable supplements.** The site also includes an **online study guide** containing true/false, multiple-choice, and essay questions.

Special Features:

- **Individual homepages** for students and faculty. These pages provide easy, one-click navigation to our vast, dynamic database of online teaching and learning resources. Faculty and students can organize online resources for all of their classes on this single, customizable homepage.
- **A powerful new point-and-click syllabus-creation tool** that faculty can use for each course and section. Teachers can also annotate and link each resource on myPHILIP to their syllabi. They can even upload their own personal resources to our site and make them available to students via personalized syllabi. Students and faculty can easily communicate with one another via e-mail, either directly or through custom homepages.
- **Faculty can post messages set to appear automatically** on every student homepage for any length of time.
- **Students can view each course syllabus** with a SmartCalendar showing the daily activities for every course that he or she is taking.
- **Students and faculty can leave notes for themselves on their own homepages.** Messages are stored in personal accounts and can be retrieved at any time.



Prentice Hall Online Courses We make it easy for you!

Now you have the freedom to personalize your own online course materials. Prentice Hall Business Publishing provides the content and support you need to create and manage your own online course materials with WebCT, Blackboard, and CourseCompass.



WebCT www.prenhall.com/webct

Gold Level Customer Support, available exclusively to adopters of Prentice Hall courses, is awarded free-of-charge upon adoption and provides you with priority assistance, training discounts, and dedicated technical support from WebCT.



Blackboard www.prenhall.com/blackboard

Take your courses to new heights in student interaction and learning. Prentice Hall's class-tested online course content is now available with Blackboard's products and easy-to-use interface.



CourseCompass www.coursecompass.com

CourseCompass™ is a dynamic, interactive online course management tool powered by Blackboard. This exciting product allows you to teach with market-leading Pearson Education content in an easy-to-use customizable format.