

英汉对照
经济知识丛书

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跨国企业 基础知识

● 复旦大学出版社

英汉对照经济知识丛书

A Synopsis knowledge
of the Multinational
Enterprise

跨国企业基础知识

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《英汉对照经济知识丛书》

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丛 书 前 言

随着我国改革开放的深入发展,我国同世界各国的经济交往越来越密切。在同世界经济的接轨过程中,急需大批既懂经济,又会英语的各类人才。目前,许多高校都相继开设了经济英语课程,以适应我国的经济改革和对外开放的需要。然而,有关的英语课外阅读材料却十分稀缺,尚不能满足广大读者的需要。为此,我们编写了这套《英汉对照经济知识丛书》。

在丛书的设计和编写中,我们遵循了这么两条原则:一是为具备一定英语基础知识的经济专业师生和广大从事涉外经济工作人员提供经济英语的课外阅读材料。对一般的经济专业学生和涉外工作人员而言,要一下子读懂英语的经济类书刊杂志并非一件容易的事情。我们的目的是为广大读者提供一个阶梯,为他们日后深造和从事实际经济工作打下良好的专业英语基础;二是向广大的外语类师生介绍些基础的经济知识,扩大些他们的专业英语词汇,以利于他们的工作和学

习。因此,推广和普及经济常识也是本丛书的宗旨之一。

本丛书的编写者中有从事专业经济英语的资深教授,也有正在攻读博士学位的研究生。丛书的英语部分全部选自原版书刊杂志,经重新整理、编辑和加工而成,且都经过复旦大学世界经济系邬性宏教授的审阅。首辑推出的有《跨国企业基础知识》、《国际金融 ABC》、《商业银行经营》、《中央银行与货币政策》和《市场分析与预测》。由于时间仓促及编写者水平有限,书中的缺点和错误在所难免,敬请读者不吝指正。

丛书编委会

1994 年 12 月于复旦校园

Contents

I. The Role of the Multinational

Enterprise	1
1. The Multinational-Enterprise System	3
2. The Functional Features of the MNE	9
3. The MNE's Contribution to the World Economy	32

II. The Theoretical Framework for the

Multinational Enterprise	36
1. Why go abroad?	36
2. The Theory of International Portfolio Investment	39
3. The Monopolistic Advantage Theory	44
4. The Internalization Theory	60
5. The Eclectic Theory	66

III. Home Country's Response to the	
Multinational Enterprise	76
1. The Effects of Capital Outflows	77
2. The Labor's Opposition	84
3. Tax Jurisdictions	90
4. U.S.Promotion of Direct	
Investment	98
 IV. Host Country's Policy Toward the	
MNE	103
1. Benefits and Costs	104
2. The National Sovereignty Impact ...	117
3. Policies and Actions	124
4. Toward an Accommodation Between	
Nation—States and the MNE	131
Glossary	229

目 录

第一章 跨国企业的作用	(141)
跨国企业体系	(142)
跨国企业的功能特征	(146)
跨国企业对世界经济的贡献	(159)
第二章 跨国企业的理论框架	(162)
为什么到海外去?	(162)
国际证券投资理论	(164)
垄断优势理论	(167)
内部化理论	(177)
折衷理论	(181)
第三章 母国对跨国公司的反应	(188)
资本外流的影响	(189)
劳工的反对	(193)
税务管辖	(197)
美国促进海外投资的措施	(202)

第四章 东道国对跨国企业的政策	(205)
经济损益	(205)
对国家主权的影响	(213)
政策与行动	(218)
民族国家与跨国企业之间的 相互调和	(222)

I . The Role of the Multinational Enterprise

The multinational enterprise (MNE), which is also called multinational corporations (MNC), is one of the major actors in the contemporary international arena, and its worldwide operations are now a decisive force in shaping the patterns of trade, investment, and technology flows among nations. The multinational enterprise system has become so important that it is impossible to understand the world economy without an appreciation of the roles of multinational enterprises as producers, investors, traders, and innovators on a global scale. National governments must also take this force seriously because of its impact on domestic production, employment, trade, and the balance of payments. Moreover, many governments view the multinational enterprises as a political

threat, representing an intrusion into the national domain by a company which is controlled by a headquarters located in another country. Even in the United States, which is the home country of more than half of the world's biggest multinational enterprises, the multinational enterprise has come under growing attack by labor and protectionist groups who charge it with exporting jobs and technology to the detriment of the U.S. economy.

Although multinational enterprise emerged from the world economic arena in the late 19th century, the multinational enterprise as we know it today developed at an unprecedented speed during the 1950s and 1960s. At that time, dramatic improvements in communications and transportation and the massive liberalization of international trade and payments made it possible for multinational enterprise to operate on a global scale.

1. The Multinational Enterprise System

Some definitions of the MNE. There is no single agreed upon definition of the multinational enterprise. This is because there are many dimensions of the "multinationality" that may be viewed from several different perspectives—economic, political, legal, managerial, and others.

Some scholars regard the ownership as the key criterion. In their view an enterprise becomes multinational only when the headquarters or parent company is effectively owned by nationals of at least two countries. Shell and Unilever, which are controlled by British and Dutch interests, are commonly cited as examples. By the ownership test, very few international companies may be called multinational. The dominant ownership interest in the overwhelming majority of big international companies is uninational, namely, American, British, French, or Japanese, and

therefore, the ownership criterion has been rejected by most authorities.

A second definition of the MNE relies on the criterion of the nationality mix of headquarters management. An international company is seen as multinational only when the managers of the parent company are nationals of several different countries. Here again, very few international companies would qualify as multinational enterprises because most have headquarter organizations that are entirely or mainly staffed with nationals of the home country. But uninational management may well be a transitional phenomenon. Already it is commonplace for international companies to staff their foreign affiliates with local nationals all the way to the top levels, and some of these nationals are now being promoted to the parent headquarters. Multinational management, then, is more a consequence of the continuing evolution of the MNE than is distinguishing feature.

(Most scholars have defined the MNE in terms of organizational structure and business strategy. They see the multinational enterprise as

an international company, in which a parent company controls a large cluster of corporations of various nationalities, and its essence is in its attempt to treat various national markets as though they were one. It is emphasized that only one single management center which guides the actions of foreign affiliates.) They have distinguished three kinds of international companies: Ethnocentric companies follow policies that are home-country oriented; polycentric companies follow policies that are host-country oriented; and geocentric companies follow policies that are world-oriented.

The foregoing conceptions may be combined in a single definition of the multinational enterprise that contains both structural and strategic elements. Multinational enterprise denotes a parent company that:

- a. Engages in foreign production and other activities through its own affiliates located in several different countries.
- b. Exercises direct control over the policies of those affiliates.
- c. Strives to design and implement business

strategies in production, marketing, finance, and other functions that transcend national boundaries, becoming thereby progressively more geocentric.

The Multinational Enterprise System The multinational enterprise performs its role as an international transfer agent through institutional / organizational arrangements that make up the multinational enterprise system. This system comprises the parent company and its foreign affiliates.

(The parent company is the enterprise decision center that determines the goals and controls the operations of the entire system.) The key decisions of the parent company relate to the establishment (or acquisition) , country location, and size of its foreign affiliates; the direction, volume, and composition of factor transfers among the affiliates; and the national markets to be served by the affiliates. These strategic decisions generate a pattern of factor and product flows among the members of the system. The parent company and its affiliates are located in different countries. Most of the affiliates perform

both production and marketing functions, but some perform only a marketing or financial function.

The affiliates are connected to the parent company and other affiliates by a variety of cross-national flows of products, capital, technology, and management. Flows of factor services, usually accompanied by product flows, generally move from the parent company to the affiliates. Any of these kinds of flows may also link pairs of affiliates.

One of the distinctive features of the multinational enterprise system is the rapid growth of intercorrelated transfers as managers in the parent company try to improve the performance of the entire system. Managers perceive a worldwide market for the company's products, and they work to build up interaffiliate transfers on regional or global levels to take advantage of similarities among national markets, economies of scale, and international specialization. Hence, the multinational enterprise system becomes progressively more integrated in production, marketing, finance, re-