

管理学

全球竞争中的领导与合作

(英文注释版·第10版)



Management : Leading & Collaborating in a Competitive World
Tenth Edition

【美】 托马斯·S·贝特曼 (Thomas S. Bateman)
斯科特·A·斯奈尔 (Scott A. Snell)

著

于 森 等评注

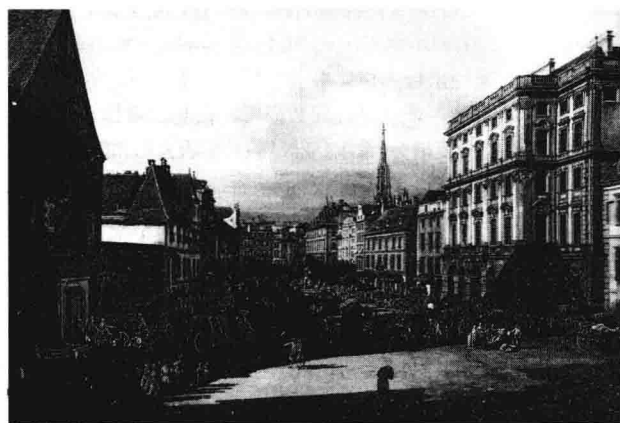


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内 容 简 介

本书按照管理学的经典理论——计划、组织、领导和控制搭建基本框架,紧紧围绕竞争优势的五个重要因素——成本、质量、速度、创新和服务进行介绍。全书内容丰富实用,既全面介绍了管理学的基本内容,又与最新的理论进展和管理实践密切相关;实践性和时代感强,收录了许多管理案例和实践练习,既能帮助老师有效地组织教学,又能使学生或职业经理人学习到最新的理论和实践方法。

本书适合作为经济管理类专业本科生和 MBA 学生的教材,也可以作为管理实践工作者自我学习和提高的参考书。

Thomas S. Bateman, Scott A. Snell

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评注说明

接到托马斯·S·贝特曼教授和斯科特·A·斯奈尔教授《管理学：全球竞争中的领导与合作》这本书的注释版的评注工作之后，我仔细地多次通读了该书的原著。在阅读学习的同时，我也一直在思考这样一个问题：究竟哪些内容最应该作为本书的精华体现在这个注释版本中呢？是本书的独特观点、学习难点、生动的案例，还是这个版本中较为前沿而深刻的理论呢？应该说都是，又都不是。经过反复的思考，我的决定是按照书中的核心主线，在能充分诠释管理学运行机理的前提下，将书中与时代脉搏契合最紧密的点用一条线连接起来呈现给读者。这样，既能对原著起到拾遗补缺、画龙点睛的作用，也能让读者在最短时间里掌握这本佳作的核心精华。

自迈克尔·波特的《竞争战略》问世以来，在全球化和供应链管理主导的今天，企业核心竞争力的培养和维系已经成为当今管理者工作的重中之重。本书抓住这个核心的关节点，通过五大部分从管理学几大职能的不同角度充分诠释了这一思想。具体的内容格局如下：第一部分阐述了管理的基本职能、角色和性质，并提出了成本竞争力、质量、速度和创新这四个新的关注点；第二部分从计划的职能出发，对组织内外部环境进行介绍与归纳，并提出如何在适应环境的同时，合理地改变环境这一论题；第三部分以组织职能为重点，强调在建立动态组织的同时，提高组织灵活性；第四部分则从员工角度入手，督促管理者遵循管理的激励职能用以加强团队的管理与沟通；第五部分则是要提醒管理者对控制职能的重视，以前瞻性来关注技术创新与组织变革。其中最为重要的就是发展企业的核心竞争能力。

为了能让读者更系统地学习到企业竞争力的重要性、形成过程和运用方法，以及如何领导并整合企业竞争优势，贝特曼教授及他的工作团队将上述要点分解并嵌入到本书的18章中，并结合最新的、最具典型性的案例为读者娓娓道来。同时，第10版的案例结构也不再像此前诸版中以欧美国家为主，而是将重心转向了印度、中国这样的发展中国家。相信读者在学习本书的过程中可以更加熟悉地融入情景，也能更好地体会案例中所要传达的知识精髓。

本书为英文原著的注释版，经全面分析原书重点和难点后加入了忠于原文的中文注解。此外，还特别在每章开头加入了章前导读模块，希望通过简短的章前语能让读者快速把握本章所要传达的知识点。另外，本书还附有与讲授内容配套的延伸阅读、案例材料、附录、习题及参考文献，需要者可登录华信教育资源网(<http://www.hxedu.com.cn>)注册之后免费下载。

本书的具体注释分工如下：

于淼教授负责统校、撰写评注说明及第9~12章的注释；肖冀秋负责第5~8章的注释；王妍负责第1~4章的注释；束艳杰负责第13~16章的注释；陈朝负责第17~18章的注释。

此外，我在这里还要特别感谢电子工业出版社石会敏主任及其工作团队在工作过程中给予的宝贵建议和热情帮助，以及在整个出版工作中付出的艰苦努力。

最后，由于注释者水平有限，书中难免存在疏漏和对原著的理解不足之处，敬请各位读者在阅读过程中提出宝贵意见。

于 淼

中国政法大学商学院教授
2014年10月20日于北京

Preface

Welcome to our 10th edition! Thank you to everyone who has used and learned from previous editions and helped make this book such a success. We are proud to present the newest edition.

With the many challenges that we all face, this is truly an exciting time in business. Technology, innovation, and global commerce are transforming industries. Companies like Facebook, Whole Foods, Netflix, and others are revolutionizing not only their industries but also the way we live our lives. The fact that they are unseating their more traditional rivals shows that entrepreneurs and courageous leaders can have a significant impact on business and on the world. Whether it's driving creativity and innovation (Google), continuously improving quality (Mayo Clinic), or relentlessly pursuing productivity and cost (Southwest), managers are uniquely positioned to work with their people to achieve competitive advantage in business and to make a difference in the world.

But succeeding in a challenging work world is not just about competing; collaborating with others is more essential than ever, too. Joint ventures and strategic alliances such as Apple's partnership with Rovio (maker of Angry Birds) show just how important it is that people within and between different organizations—even rivals—work together effectively. This collaboration is more global than ever. Countries like India and China are center stage not just because of the rapid growth and sheer size of their economies and consumer markets, but because of the productive power of their people and the growing capability of their companies.

As things change in business and in the world more broadly, the metaphorical glass sometimes seems half-empty. Unfortunate world events, disconcerting trends, and ineffective and unethical management practices will continue. But good people will continue to step up and take on important leadership roles, managing well and making things better, as they always have. In this book you will read about many managers, some doing things brilliantly, others making mistakes (with some learning from their mistakes, and some not). Some organizations rise from the ashes, or come from seemingly nowhere, to become the next hot investment. Some organizations are high-flyers one day and come crashing down the next. Some achieve greatness, and have occasional downturns, but continue being great.

These performance shifts occur in large part due to the ways in which they are managed, and partly from how circumstances change. Business environments, like pendulums, swing from one extreme to another. These changes will contribute to the fall of some currently successful companies and managers and the rise of others who currently struggle or are now just dreaming of new business ideas.

For you, as a businessperson as in life, uncertainty will be a constant state of affairs. That is, no one knows for certain what will happen, or what to do in pursuit of a successful future. Luck and the right circumstances can help companies (and people) succeed in the short run. But in the long run good management is essential.

Fortunately, you have access to current knowledge about how to manage. We have learned a lot from the companies that have succeeded and failed. The continuing experiment created by the vast array of management practices that exist in the business world, combined with sound research that helps tease out what works from what doesn't, helps us learn from mistakes and identify the most important lessons and useful practices that managers can employ. We hope that you will not only learn as much as you can about this vital activity but also commit to applying it—by reading and learning, and by using it in the best possible ways.

This book and the course you are taking will help you face the managerial challenges of a changing world. In doing so, they will help you identify what's important and what's not, make good decisions, and take effective action on behalf of yourself, your colleagues, and the organizations for which you work.

Our Goals

Our mission with this text hasn't changed from that of our previous editions: to inform, instruct, and inspire. We hope to *inform* by providing descriptions of the important concepts and practices of modern management. We hope to *instruct* by describing how you can take action on the ideas discussed. We hope to *inspire* not only by writing in a positive, interesting, and optimistic way but also by providing a real sense of the opportunities ahead of you. Whether your goal is starting your own company, leading a team to greatness, building a strong organization, delighting your customers, or generally forging a positive future, we want to inspire you to take positive actions.

We hope to inspire you to be both a thinker and a doer. We want you to think about the issues, think about the impact of your actions, think before you act. But being a good thinker is not enough; you also must be a doer. Management is a world of action. It is a world that requires timely and appropriate action. It is a world not for the passive but for those who commit to positive accomplishments.

Keep applying the ideas you learn in this course, read about management in sources outside of this course, and keep learning about management after you leave school and continue your career. Make no mistake about it: learning about management is a personal voyage that will last years, an entire career, your entire lifetime.

Competitive Advantage

Today's world is competitive. Never before has the world of work been so challenging. Never before has it been so imperative to your career that you learn the skills of management. Never before have people had so many opportunities and challenges with so many potential risks and rewards.

You will compete with other people for jobs, resources, and promotions. Your organization will compete with other firms for contracts, clients, and customers. To survive the competition, and to thrive, you must perform in ways that give you an edge over your competitors, that make the other party want to hire you, buy from you, and do repeat business with you. You will want them to choose you, not your competitor.

To survive and thrive, today's managers have to think and act strategically. Today's customers are well educated, aware of their options, and demanding of excellence. For this reason, managers today must think constantly about how to build a capable workforce and manage in a way that delivers the goods and services that provide the best possible value to the customer.

By this standard, managers and organizations must perform. Six essential types of performance, on which the organization beats, equals, or loses to the competition, are *cost*, *quality*, *speed*, *innovation*, *service* and *sustainability*. These six performance dimensions, when managed well, deliver value to the customer and competitive advantage to you and your organization. We will elaborate on all of these topics throughout the book.

The idea is to keep you focused on a type of "bottom line," to make sure you think continually about "delivering the goods" that make both you and your organization a competitive success. This results-oriented approach is unique among management textbooks.

Leading & Collaborating

Yes, business is competitive. But it's not that simple. In fact, to think strictly in terms of competition is

overly cynical, and such cynicism can sabotage your performance. The other fundamental elements in the success equation are collaboration and leadership. People working with, rather than against, one another are essential to competitive advantage. Put another way, you can't do it alone—the world is too complex, and business is too challenging.

You need to work with your teammates. Leaders and followers need to work as collaborators more than as adversaries. Work groups throughout your organization need to cooperate with one another. Business and government, often viewed as antagonists, can work productively together. And today more than ever, companies that traditionally were competitors engage in joint ventures and find other ways to collaborate on some things even as they compete in others. Leadership is needed to make these collaborations happen.

How does an organization create competitive advantage through collaboration? It's all about the people, and it derives from good leadership. Three stereotypes of leadership are that it comes from the top of the company, that it comes from one's immediate boss, and that it means being decisive and issuing commands. These stereotypes may contain grains of truth, but the reality is much more complex. First, the person at the top may or may not provide effective leadership—in fact, many observers believe that good leadership is far too rare. Second, organizations need leaders at all levels, in every team and work unit. This includes you, beginning early in your career, and this is why leadership is an important theme in this book. Third, leaders should be capable of decisiveness and of giving commands, but relying too much on this traditional approach isn't enough. Great leadership is far more inspirational than this, and helps people both to think differently and also to work differently—including working collaboratively with a focus on results.

Leadership—from your boss as well as from you—generates collaboration, which in turn creates results that are good for the company and good for the people involved.

As Always, Currency and Variety in the 10th Edition

It goes without saying that this textbook, in its 10th edition, remains on the cutting edge of topical coverage, as updated via both current business examples and recent management research. Chapters have been thoroughly updated, and students are exposed to a broad array of important current topics.

We have done our very best to draw from a wide variety of subject matter, sources, and personal experiences. We continue to emphasize throughout the book themes such as real results, ethics, cultural considerations, and leadership and collaboration. Here is just a small sampling of new highlights in the 10th edition—enough to convey the wide variety of people, organizations, issues, and contexts represented throughout the text.

Chapter 1

- A new title for this chapter, “Managing and Performing.”
- The Management Connection discusses how Tesla Motors managers keep the company productive.
- New examples include ReCellular, Dunkin' Brands Culinary Innovation Team, Singapore Airlines, Aetna, and basic practices of good management at textile factories in India.
- A new section on sustainability has been added to the chapter.

Chapter 2

- A new title for this chapter, “The External and Internal Environments.”
- The Management Connection examines how Apple concentrates on being a winner in a fast-changing environment.
- Information on the Affordable Care Act of 2010 discusses the legal provisions aimed at health care.
- A new section on the natural environment.
- New examples include Tata Motors and breaks in supplier chains caused by the external environment.

- New Table 2.1.

Chapter 3

- A new Management Connection on Pandora Media, one of the world's most innovative companies according to *Fast Company* magazine.
- New examples include Capterra, Chargify, and Integrated Medical Solutions.
- Updated graphics on organizations' strategy decisions.
- BP's Deepwater Horizon disaster is used as an example to discuss management decision making.

Chapter 4

- A new Management Connection on General Electric.
- New examples include General Motors, Price Chopper Supermarkets, an Iraqi commercial sign store, AXA Canada, and Cisco Systems.
- A discussion of the trends shaping how companies grow.

Chapter 5

- The Management Connection looks at corporate social responsibility at Patagonia.
- New examples include overbooked hotel practices, Hilton Worldwide call centers, Countrywide Financial, and 3M.
- Updated graphics on ethics.

Chapter 6

- The Management Connection discusses IKEA's global presence and sustainability.
- The need for employees and sales from other countries outside the United States to meet their objectives.
- New Table 6.1.
- India's growing role in the global marketplace.
- New examples include Stanbic IBTC Bank in-Nigeria, Master Lock, and Ignighter.com.
- A new Figure 6.3 on the top 10 global firms.

Chapter 7

- A new Management Connection about Chipotle's founder, Steve Ells.
- New examples include inDinero, research

on entrepreneurs, Toepener, CopyShark.net, and the Unreasonable Institute.

- A new section on social entrepreneurship.
- Updated graphics on money management.

Chapter 8

- The Management Connection discusses the organization chart at Cisco Systems.
- New examples include Harmonix Music Systems, Valve Software, Walt Disney Studios, and Love Machine.
- Updated graphics on delegating leadership responsibilities.
- New Tables 8.1 and 8.2.

Chapter 9

- A new Management Connection on how Pixar thrives in a changing industry.
- A discussion of ambidextrous organizations.
- New examples include Pfizer, Salesforce.com, and Miles Chemical.
- A new key term definition of six sigma quality.

Chapter 10

- The Management Connection looks at Google's ability to hire great employees.
- New examples include GM's Chevy Volt, Walmart, and Sprint.
- Updated section on drug testing.
- New Figure 10.4.

Chapter 11

- A new Management Connection on PepsiCo.
- New examples include CH2M Hill, Procter & Gamble, and Ernst & Young.
- New Tables 11.1, 11.2, 11.4, and 11.5.
- Updated graphics on employee resource groups.
- A discussion of leveraging difference.

Chapter 12

- The Management Connection looks at Howard Schultz and Starbucks.
- New examples include George Buckley of 3M, Linda Parker Hudson of General Dynamics, and Kathy Savitt of Lockerz.

Chapter 13

- A new Management Connection about

Intuit being a great place to work.

- Updated graphics on employee engagement.
- New examples include Quick Lane Tire & Auto Center, Rable Machine, and K Hotels Sales & Marketing.

Chapter 14

- The Management Connection discusses teamwork at Toyota.
- New examples include Wells's Dairy and IBM.
- Updated graphics on how senior managers spend their time.

Chapter 15

- A new Management Connection on Zingerman's Delicatessen.
- Updated graphics on the variety of communication methods.
- New examples include SlideShare, Hilcorp Energy Company, Applied Materials, and Royal Caribbean Cruises.

Chapter 16

- The Management Connection examines

controls at Southwest Airlines.

- New examples include Hertz, Family Practice Association, and Netflix.
- Updated graphics on quality control.

Chapter 17

- A new Management Connection on BP's alternative energy future.
- Discussion of innovation and its three fundamental types.
- New examples include Pratt & Whitney, Facebook, and the military's use of solar technology.
- The limits organizations have put on information technology at work.
- New Figure 17.5.

Chapter 18

- The Management Connection discusses Dr. Peter Pronovost.
- New examples include Goodrich Aerostructures and Jacqueline Woods.
- Updated graphics on the length of time people spend with the same employer.

A Team Effort

This book is the product of a fantastic McGraw-Hill/Irwin team. Moreover, we wrote this book believing that we are part of a team with the course instructor and with students. The entire team is responsible for the learning process.

Our goal, and that of your instructor, is to create a positive learning environment in which you can excel. But in the end, the raw material of this course is just words. It is up to you to use them as a basis for further thinking, deep learning, and constructive action.

What you do with the things you learn from this course, and with the opportunities the future holds, *counts*. As a manager, you can make a dramatic difference for yourself and for other people. What managers do matters, *tremendously*.

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PART ONE

Foundations of Management

(管理学基础)



Chapter 1 Managing and Performing

第 1 章 管理和执行



Chapter 2 The External and Internal Environments

第 2 章 内外部环境



Chapter 3 Managerial Decision Making

第 3 章 管理决策的制定

Chapter 1

Managing and Performing (管理和执行)

Management means, in the last analysis, the substitution of thought for brawn and muscle, of knowledge for folklore and tradition, and of cooperation for force.

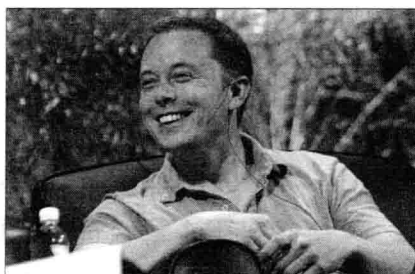
Management Connection

How Managers Keep Tesla Motoring

What does it take to turn a vision into an ongoing, productive reality? If your vision is to lead an automotive revolution by selling all-electric cars that deliver a comfortable, convenient ride while cutting dependence on fossil fuels, it takes engineering genius, quality-driven workers, marketing know-how, and cash. And then it takes people who can harness all these resources, figure out the best way to direct them, and get the whole organization to outperform the competition. In other words, achieving the vision requires talented managers.

For a picture of what this means, think about how the managers of Tesla Motors have pulled together a host of resources aimed at achieving an ambitious goal: selling the world's first marketable all-electric car. As envisioned, Tesla's car would be priced competitively with midsize sedans and would run on a battery with enough power to carry the car 300 miles on a single charge. So far, the company has begun selling its \$109,000 battery-powered Roadster, which is a high-performance vehicle but doesn't fulfill the affordability part of the Tesla equation. The company planned to begin making a sedan, the Model S, targeted to sell for \$54,700, beginning in 2012.

A project like that requires sizable fund-raising—millions of dollars, in fact—and Tesla's chief executive, Elon Musk, has come up with some creative financing ideas and persuaded investors with deep pockets to buy in. Musk also negotiated with Toyota's president, Akio Toyoda, to set up a joint venture in which Tesla helped Toyota develop an electric version of Toyota's RAV4 sport utility vehicle. The deal called for Toyota to invest \$50 million for an ownership share of Tesla. It might



seem strange to share technology with a potential competitor, but the deal gives Tesla much-needed cash and makes it more attractive to other potential investors. For example, Panasonic, which has been a leader in developing powerful lithium ion batteries and hopes to supply electric vehicles, invested \$30 million in Tesla in exchange for an ownership share. The deal gives Tesla not only cash but also access to expertise in designing one of the trickiest parts of an electric car.

Building an innovative automobile also requires a great design and a factory located near the right kind of talent to bring a new design to market. The responsibility for designing a battery that is safe yet delivers enough power and costs less than \$10,000 to make falls to Wes Hermann, manager of Tesla's battery safety and technology lab. Hermann studied engineering in college and then worked for a foundation that studies the environmental impact of energy use. Working for Tesla was a chance to put theory into practice. Of course Hermann can't achieve those goals on his own; he has to hire and direct a team of engineers.

The hit to the auto industry from the recent financial crisis brought Tesla an opportunity in the form of an empty factory. General Motors closed a

plant it had jointly operated with Toyota in Fremont, California, not far from Tesla's Palo Alto headquarters in the heart of Silicon Valley. Tesla bought the plant and set up a temporary office in the parking lot. Preparing the plant to make the Model S is the responsibility of Gilbert Passin, Tesla's vice president of manufacturing. Passin is aiming to meet the ambitious goal of assembling Model S cars within two years. The people who report to him are busy

preparing diagrams and schedules to set up workstations for building high-tech automobiles. Meanwhile, Tesla's vice president of human resources, Arnon Geshuri, is overseeing the task of hiring hundreds of new workers. Geshuri has the background for a challenge; before working at Tesla, he managed human resources at Google when that company's head count was rising exponentially.¹

特斯拉（Tesla）的诞生可谓是汽车领域一次卓越的技术创新。本章将通过特斯拉汽车公司的案例，阐述在当前世界经济环境下，成为一名卓有成效的管理者所必备的素质，并介绍企业管理者是如何充分运用管理职能和技巧使企业良好运作、蓬勃发展的。

Tesla Motors' CEO, Elon Musk, is arguably one of the most interesting leaders in business today. He combines strong creative skills with a keen ability to see the big picture—and he's been remarkably successful at building organizations. Of course not every manager or organization succeeds. A story of failure that shocked many Americans involved the care provided to wounded soldiers at the Walter Reed Army Medical Center in Washington, DC. Reporters investigating outpatient facilities of Walter Reed—which ranks among the nation's top military hospitals—discovered that in some facilities, outpatients were coping with mold, roaches, rodents, and damaged walls and doors. Many outpatients, some with serious injuries and mental impairments, complained of paperwork problems that kept them from receiving services. Testifying before Congress, the Army's vice chief of staff admitted fundamental management problems:

Our counselors and case managers are overworked, and they do not receive enough training. We do not adequately communicate necessary information. Our administrative processes are needlessly cumbersome and . . . take too long. Our medical holding units are not manned to the proper level, and we do not assign leaders who can ensure a proper accountability, proper discipline and well-being, . . . and our facilities are not maintained to the standards that we know is [sic] right.²

Major General George W. Weightman, who lost his job as Walter Reed's commander as a result of the scandal, acknowledged that the organization had experienced a "failure of leadership."³

On brighter notes, capable managers have made improvements at Walter Reed. And *Harvard Business Review* ranks and spotlights the best CEOs in the world not on position or fame or charisma or short-term flash, but on the consistently high performance they deliver over many years in office.⁴ For 2011, number one was no surprise: Steve Jobs, who took over Apple in 1997 when the company was in bad shape and delivered sterling returns and market value year after year. The list ranked Yun Jong-Yong of South Korea's Samsung Electronics in the number two spot.

Companies, like individuals, succeed or fail for a variety of reasons. Some of these reasons are circumstantial. Most are personal and human and include the decisions managers make and the actions they take.

In business, there is no replacement for effective management. Companies may fly high for a while, but they cannot do well for very long without good management. It's the same for individuals: *Bloomberg Businessweek's* managers succeed by focusing on fundamentals, knowing what's important, and managing well. The aim of this book is to help you succeed in those pursuits.

1.1 Managing in the New Competitive Landscape

When the economy is soaring, business seems easy. Starting an Internet company looked easy in the 1990s,

and ventures related to the real estate boom looked like a sure thing just a few years ago. But investors grew wary of dot-com start-ups, and the demand for new homes dropped off the table when the economy crashed in late 2008. At such times, it becomes evident that management is a challenge requiring constant adaptation to new circumstances.

Management is a challenge requiring constant adaptation to new circumstances. (管理是一项需要持续适应新环境的挑战。)

What defines the competitive landscape of today's business? You will be reading about many relevant issues in the coming chapters, but we begin here by highlighting four key elements that make the current business landscape different from the past: globalization, technological change, the importance of knowledge and ideas, and collaboration across organizational "boundaries." (现在的商业环境与过去的相比有以下四个重要方面的不同: 全球化、技术革新、知识和想法的重要程度及跨越组织“边界”的合作。)

1.1.1 Globalization

Far more than in the past, today's enterprises are global, with offices and production facilities in countries all over the world. Corporations operate worldwide, transcending national borders. Companies that want to grow often need to tap international markets, where incomes are rising and demand is increasing. The change from a local to a global marketplace is gaining momentum and is irreversible.⁵

Fortune magazine annually publishes a list of the world's most admired companies. Whereas U.S. companies used to dominate, Madrid-based Telefonica was the most admired telecom in 2011. South Korea's POSCO was the most admired metals company, and Norway's Statoil was number one in petroleum refining, with Brazil's Petrobras coming on strong. McDonald's was number one in the category for effectiveness in conducting its business globally.⁶ Who are other or more recent leaders?

Globalization also means that a company's talent can come from anywhere. As with its sales, more than half of GE's employees work outside the United States.⁷ Cisco, a leader in equipment for computer networking, considers maintaining operations in India to be an essential tactic for staying competitive. Cisco serves the fast-growing Indian Internet market at a crucial time: the growth in demand is attracting low-cost competition from Chinese businesses.⁸

PepsiCo's chief executive, Indra Nooyi, brings a much-needed global viewpoint to a company whose international business has been growing three times faster than sales in the United States. Nooyi, who was raised in India and educated there and in the United States, has steered the company toward more "better for you" and "good for you" snacks with acquisitions including a nut packager in Bulgaria and a hummus producer in Israel.⁹

Meanwhile Coca-Cola has higher sales in Mexico than in any other country at 665 servings per year per capita. In Kenya the rate is 39 servings per year per capita. Coca-Cola is already Africa's largest employer, and the continent is a key to Coke's future growth. Coke's CEO Muhtar Kent says, "Africa is the untold story, and could be the big story, of the next decade, like India and China were this past decade."¹⁰

Globalization affects small companies as well as large. Many small companies export their goods. Many domestic firms assemble their products in other countries. And companies are under pressure to improve their products in the face of intense competition from foreign manufacturers. Firms today must ask themselves, "How can we be the best in the world?"

Firms today must ask themselves, "How can we be the best in the world?"

For students, it's not too early to think about the personal ramifications. In the words of CEO Jim Goodnight of SAS, the largest privately held software company in the world, "The best thing business schools can do to prepare their students is to encourage them to look beyond their own backyards.