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美国商学院原版教材精选系列

China Student Edition

管理经济学基础


(第9版)

Fundamentals of Managerial Economics

Ninth Edition

(美) Mark Hirschey 著

清华大学出版社

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Fundamentals of Managerial
Economics

清华大学出版社
北京

Mark Hirschey
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英/双语教学的成功路径与商科英文原版教材的效用

(代序)

在我国高校,用英语或双语教授专业课程(以下简称:英/双语教学)始于改革开放引进热潮,历经30年,虽发展不快,仍在缓慢推进。20世纪80年代,改革开放后留学归来的教育界学者们不仅引进了各学科先进的研究成果,也随之引进了西方高校的教材。以清华大学出版社为领军的国内出版社适时地引进了西方优秀教材的影印版,推动了一些高校开始专业课程中开展英/双语教学。2007年以来,国家教育质量工程专设的“国家高校双语教学示范课程建设点”的评定项目被视为政府教育发展的政策风向标,正有力地推动着高校英/双语教学的发展。

但对英/双语教学的必要性,我国高校内部一直争议不断。争议首先围绕着中国人用英语教学的必要性。在公认英语是目前世界通用语言的前提下,英/双语教学的必要性取决于我国高校师生是否有必要及时汲取世界最新的知识和研究成果。答案是不言而喻的。况且英/双语教学省却了翻译过程,可以避免常见的信息减损和曲解问题。不过,信息发布者——教师的英语演讲能力和信息接收者——学生的英语解读能力不足又成为开展英/双语教学的障碍。因而常见的反对意见是,开展英/双语教学,课堂教学内容就会缩水,因为讲授者和听众都得花费精力和时间解译内容。如此看来,我国开展英/双语教学的高校教师必须应对挑战,洞察在我国现有条件下用英文原版教材开展英/双语教学的利和弊,并找到可行的扬长避短的路径。

在经济开放和全球化的大趋势推动下,我国中小学英语教学分量加重,英语普及程度逐年提高,高校新生的英语基础愈益扎实;教师的英语能力也随着师资的新陈代谢而日见增强。这一趋势无疑在为英/双语教学营造越来越有利的条件。尽管如此,不同于以英语为主要语言或官方语言的一些国家,英语在我国的普及率仍较低。在青少年中,英语的普及程度和英语应用能力还仅处于初级水平;高校中能用英语演讲的教师尚属少数,且熟练程度还有待大幅提高。这样的师生英语基础,使得英/双语教学面临巨大的挑战。

同时,在多数的中国高校课堂里,教学任务多被视为逐章讲解某本教材的内容。本土中文教材通常是400~500页的32开本,含理论框架、主要知识点、计算方法和习题,但案例和故事不在其中,多由教师在讲解时添加,以演示和诠释理论要点。迄今仍然普遍盛行的“填鸭式”、“满堂灌”的传统教学法侧重于传授知识,从多数评教指标可见,只要学生感觉教师讲得精彩、有条理、能解惑,就算教学成功。

而引进的国外教材篇幅通常较长,16开大本,500~800页。习惯于上述传统教学法和评价标准的人们自然会产生一个疑问:在有限的课时内,这么厚的教材,怎么讲得完?其实,发达国家多数高校对学生阅读量的要求远远大于我国高校(即使是中文课本和资料),名校更是如此。它们的教材不仅涵盖理论框架和基本概念,而且富含长短不一、详简各异的演示性案例、故事和大量习题,总之它便于学生自学。课堂讲解只占一半课时,其余课时常被用于师生讨论和互动。于是,教师的讲解主要是勾勒理

论框架,阐释重点和难点,还需针对事先布置的阅读资料和讨论题,引导学生展开讨论。可见,大厚本的教材适合于能力培训教学法。两者相辅相成,致力于调动学生的主动性:他们必须大量阅读和思考,才能在课堂上有上好的表现,真正成为学习的主人。结果,他们的能力获得了必要和切实的磨炼。

由此可见,英/双语教学不只是教学语言的改变,它可以达到三重效用:传授专业知识;传授英语知识;同时训练专业方法和英语的应用技能。也因此,一些非英语国家的高校不惜成本,开展英/双语教学,使用与之相配的教材。对我国高校来说,要想成功开展英/双语教学,恐怕首先需要改变传统的教育思想和教学方法。换言之,如果高校想要使教育、教学接近世界先进水准,用英文原版影印教材开展英/双语教学是有效的途径。

迄今为止,原版英文教材的缺点也很明显。鉴于发达国家的作者是以其母国为背景,多数教材不涉及中国国情。教师必须在教学中紧密结合中国国情,提供相关案例、资料和思考讨论题,适时引导师生思辨现有理论的普适性,激励师生发现和创作适合我国国情的经济学、管理学、营销学规律。在我国作者编写和出版足量的优质英文教材之前,这些额外的工作必须由开展英/双语教学的教师来承担。

古今中外,成才之士都乐于阅读和探索,而这种氛围却在当今我国的大学校园里愈见淡化。加之中国学生相对薄弱的英语基础,目前英/双语教学仍面临很大的挑战:“填鸭式”的讲授与之相悖;仅靠课堂讲授和互动也很难奏效。但如能培养学生阅读和探索真理的兴趣,并营造一个全方位的孵化温床或生态环境,英/双语教学是有望成功的。根据能力培育过程的所需,这个生态环境包含师生对教育、教学的共识,好学求知的校风,富有挑战和师生互动的课堂教学,从课外讲座、项目操作到校园竞赛等第二课堂活动,便于师生交流的校园互联网等。

要做到这些,教师亟待与时俱进。随着师资的年轻化和高学历化,如今年轻教师的英语基础更好。但逆水行舟,不进则退。英语能力的进退取决于使用频率的多寡,其实英/双语教学过程既是加强英语使用、提高英语能力,也是汲取世界新知的最佳机会。不过,这一过程通常比用汉语教学的付出大得多,且因学生也需成倍地付出,英/双语教学的课程不容易像汉语教学课程那样容易在短期内获得学生的好评。因此给予英/双语教学的教师足够的激励成为生态环境的首要组成部分;缺乏对教师的足够激励,上述英/双语教学的生态环境就无法营造。

诚然,在教育体制和环境不够理想的情况下,教师和学生仍然有个人自训和奋斗的条件。英语原版教材影印版在我国的出版和更新就是对英/双语教学的及时支持。清华大学出版社近期又有一批英文原版影印教材出版,相信必将更进一步推动英/双语教学的发展。如今,已有一些本土高校的教师与英语国家的教师合著英文教材;在可见的将来,还会有中国教师编写发行到世界各地的英文教材。总之,及时用好英文原版影印教材,编写优质的英文教材是我国高校教师的历史责任。

愿英/双语教学的师资队伍愈益壮大,愿英/双语教学更加有力地推动我国教学方法与国际接轨,愿我国高校各级学生在英/双语教学中受益良多,茁壮成长!

对外经济贸易大学
傅慧芬

About the Author

Mark Hirschey, Ph.D. (University of Wisconsin-Madison), is the Anderson W. Chandler Professor of Business at the University of Kansas, where he teaches undergraduate and graduate courses in managerial economics and finance. Professor Hirschey is president of the Association of Financial Economists and member of several professional organizations. He has published articles in the *American Economic Review*, *Review of Economics and Statistics*, *Journal of Business*, *Journal of Business and Economic Statistics*, *Journal of Finance*, *Journal of Financial Economics*, *Journal of Industrial Economics*, and other leading academic journals. He is editor of *Advances in Financial Economics*, and past editor of *Managerial and Decision Economics*. Professor Hirschey is also author of *Managerial Economics and Investments: Analysis & Behavior*.

Preface

Billy Beane, general manager of Major League Baseball's Oakland A's had a problem: How can a small-market club with a tight budget consistently win in the Major Leagues? He decided on a simple, but uncommon approach. Beane focused on signing the most effective baseball players based on their proven ability to help teams win, not on basis of their unrealized potential. In baseball, conventional wisdom says to sign big, strong, and fast hitters; and pitchers able to throw the baseball 95 mph. Beane defied tradition by fielding a team comprised of hitters with high on-base percentage, and pitchers who throw strikes and get lots of ground outs. Read Michael Lewis's *Moneyball* to get the blow-by-blow account on how Beane built winning teams of young affordable players and inexpensive castoff veterans.

You might wonder why Warren Buffett and Charlie Munger, chairman and vice-chairman Berkshire Hathaway, Inc., enthusiastically recommend *Moneyball* to their friends and stockholders. Why would two of the most successful business managers and investors of all time actively promote a book about baseball? The answer is simple: Beane's management of the Oakland A's shows how successful one can become simply by being rational and focusing on the most useful data available. That's just common sense, but in baseball common sense is rarely employed. Common sense is sometimes uncommon in business too.

Economic concepts show how to apply common sense to understand business and solve managerial problems. Economic intuition is really useful. It helps managers decide on which products to produce, costs to consider, and prices to charge. It also helps them decide on the best hiring policy and the most effective style of organization. Students and future managers need to learn these things. The topics covered in managerial economics are powerful tools that can be used to make them more effective and their careers more satisfying. By studying managerial economics, those seeking to further their business careers learn how to more effectively collect, organize and analyze information.

A key feature of this book is its depiction of the firm as a cohesive organization. Effective management involves an integration of the accounting, finance, marketing, personnel, and production functions. This integrative approach demonstrates that important managerial decisions are *interdisciplinary* in the truest sense of the word. Over the years, I have come to appreciate that students find understanding of the business firm as a unified whole, rather than a series of unrelated parts, as one of the most valuable lessons of managerial economics.

Although both microeconomic and macroeconomic relations have implications for managerial decision making, this book concentrates on microeconomic topics. Following development of the economic model of the firm, the vital role of profits is examined. Because economic decision making often requires an elementary understanding of optimization techniques and statistical relations, those basic concepts are described early in the text. Because demand for a firm's products plays a crucial role in determining its

profitability and ongoing success, demand analysis and estimation is an essential area of study. An important part of this study is an investigation of the basic forces of demand and supply. This naturally leads to discussion of economic forecasting and methods for assessing forecast reliability. Production theory and cost analysis are then explored as means for understanding the economics of resource allocation and employment.

Once the internal workings of a successful firm are understood, attention can turn toward consideration of the firm's external economic environment. Market structure analysis provides the foundation for studying the external economic environment and for defining an effective competitive strategy. The role of government in the market economy, including the constraints it imposes on business, requires a careful examination of regulation and antitrust law. Risk analysis and capital budgeting are also shown as methods for introducing marginal analysis into the long-range strategic planning and control process. Finally, given government's increasing role in managing demand and supply for basic services, such as education and health care, the use of economic principles to understand and improve public management is also considered.

Fundamentals of Managerial Economics, 9th Edition, takes a practical problem-solving approach. The focus is on the economics—not the mathematics—of the managerial decision process. Quantitative tools are sometimes employed, but the emphasis is on economic intuition.

CHANGES IN THE 9TH EDITION

Managerial Economics and *Fundamentals of Managerial Economics* defined the field, and continue to play an important role in shaping the teaching of managerial economics. Both are published to help students use basic economic concepts to understand and improve the managerial decision-making process. Despite sharing a common objective, *Managerial Economics* and *Fundamentals of Managerial Economics* use slightly different methods. *Managerial Economics* features an intuitive calculus-based treatment of economic theory and analysis; *Fundamental of Managerial Economics* uses an intuitive noncalculus-based approach.

Like *Managerial Economics*, students and instructors will find that *Fundamentals of Managerial Economics*, 9th Edition gives an intuitive guide to marginal analysis and basic economic relations. Although differential calculus is an obviously helpful tool for understanding the process of economic optimization, it is important that students not let mathematical manipulation get in the way of their basic grasp of economic concepts. The concept of a marginal can also be described graphically in an intuitive noncalculus-based approach. Once students learn to grasp the importance of marginal revenue and marginal cost concepts, the process of economic optimization becomes intuitively obvious. With practice using a wide variety of problems and examples throughout the text, all students are able to gain a simple, practical understanding of how economics can be used to understand and improve managerial decisions.

Students and instructors will find that *Fundamentals of Managerial Economics*, 9th Edition uses a variety of examples and simple numerical problems to illustrate the application of managerial economics in practical situations. *Fundamentals of Managerial Economics*, 9th Edition has been thoroughly rewritten to give students and their instructors a comprehensive and intuitive noncalculus-based approach. I've used both calculus-based and noncalculus-based approaches in my own MBA classes. Both work.

Of course, the environment in which managerial decisions are made is constantly changing. To maintain its value as an educational resource, a textbook must be enhanced

and updated. This revision of *Fundamentals of Managerial Economics* contains a number of important additions and improvements. Every chapter has been thoroughly revised and refined in response to valuable suggestions provided by students and their instructors. The following section highlights some of most important changes.

Content

- Chapter 2 has been completely rewritten to clarify key economic concepts and the intuition of marginal analysis. A new Appendix 2A, *Math Analysis for Managers*, has also been added to help students that might benefit from a quick review of basic math concepts.
- Chapter 5, *Demand Analysis and Estimation*, gives expanded coverage of economic principles used to understand the underpinnings of demand at the individual and market levels. This material gives an essential theoretical backdrop for subsequent analysis of demand estimation and pricing practices.
- Chapter 7, *Production Analysis and Compensation Policy*, now delves more deeply into important labor market issues that confront both employers and their employees. This material provided the background for expanded class discussion of a variety of related issues, such as minimum wage policy, imperfectly competitive labor markets, and internal labor markets.
- Chapter 14, *Game Theory and Competitive Strategy*, has been extensively revised to make clear essential game theory concepts and show how firms use these ideas to improve decision making when payoffs depend on actions taken by others.
- Chapter 15, *Pricing Practices*, has been expanded to include discussion of two-part pricing practices that are often featured in markets for distinctive goods and services. Transfer pricing practices for competitive and imperfectly competitive markets has been added in a new appendix to the chapter.

Learning Aids

- Each chapter incorporates a wide variety of simple numerical examples and detailed practical illustrations of chapter concepts. These features portray the valuable use and real-world implications of covered material.
- Each chapter includes *four* short Managerial Applications boxes to show current examples of how the concepts introduced in managerial economics apply to real-world situations. New Managerial Applications based on articles from the Internet or *Barron's*, *Business Week*, *Forbes*, *Fortune*, and *The Wall Street Journal* are provided. This feature stimulates student interest and offers a popular basis for classroom discussion.
- The book incorporates several new regression-based illustrations of chapter concepts using actual company data, or hypothetical data adapted from real-world situations. Like all aspects of the text, this material is self-contained and intuitive.
- Effective managers must be sensitive to the special challenges posed by an increasingly global marketplace. To increase student awareness of such issues, a number of examples, Managerial Applications, and case studies that relate to global business topics are featured.
- Each chapter is accompanied by a case study that provides in-depth treatment of chapter concepts. To meet the needs of all instructors and their students, these case studies are written to allow, but do not require, a computer-based approach. These case studies are fully self-contained and especially helpful to instructors who wish to more fully incorporate the use of basic spreadsheet and statistical software in their courses.

- 380 new end-of-chapter questions and problems are provided, after having been subject to necessary revision and class testing. Questions are designed to give students the opportunity to grasp basic concepts on an intuitive level and express their understanding in a nonquantitative fashion. Problems cover a wide variety of decision situations and illustrate the role of economic analysis from within a simple numerical framework.
- Each chapter includes *two* self-test problems with detailed solutions to show students how economic tools and techniques can be used to solve practical business problems. These self-test problems are a proven study aid that greatly enhances the learning value of end-of-chapter questions and problems.

Ancillary Package

Fundamentals of Managerial Economics, 9th Edition, is supported by the most comprehensive ancillary package available in managerial economics to make teaching and learning the material both easy and enjoyable.

Instructor's Manual The *Instructor's Manual* offers learning suggestions, plus detailed answers and solutions for all chapter questions and problems. Case study data are also provided to adopters with the *Instructor's Manual*. The Instructor's Manual files can be found on the Web site international.cengage.com.

Test Bank A comprehensive *Test Bank* is also provided that offers a variety of multiple-choice questions, one-step, and multistep problems for every chapter. Full solutions are included, of course. With nearly 1,000 questions and problems, the *Test Bank* is a valuable tool for exam preparation. The Test Bank files can be found on the Web site international.cengage.com.

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A number of people have aided in the preparation of *Fundamentals of Managerial Economics*, 9th Edition. Helpful suggestions and constructive comments have been received from a great number of instructors and students who have used previous editions. Numerous reviewers have also provided insights and assistance in clarifying difficult material. Among those who have been especially helpful in the development of this edition are: John Blair, Wright State University; Stella Hoffrening, Augsburg College; Lee Redding, University of Michigan—Dearborn; Jill Caviglia, Harris325, Salisbury University; David Carr, University of South Dakota; Steven Rock, Western Illinois University; Mel Borland, Western Kentucky University; Tom Staley, San Francisco State University.

I am also indebted to the South-Western staff and would like to give special thanks to Mike Roche for 20 years of editorial and marketing contributions. Amy Ray for her help on this edition and the many editions of the book she has worked on through the years. Michelle Kunkler for conceptualizing the new look and feel. Betty Jung and Brian Joyner for working to promote the new edition to professors, students, and the Cengage Learning sales force. And to Lysa Oeters and her team at Integra for making the 9th edition a reality. Christine Hauschel read the entire manuscript, gave numerous helpful suggestions, and helped make the revision process lots of fun. Chris deserves a special word of thanks (Thanks!).

Every effort has been made to minimize errors in the book. However, errors do occasionally slip through despite diligent efforts to provide an error-free package of text and ancillary materials. Readers are invited to correspond with me directly concerning any corrections or other suggestions.

Finally, more than ever before, it is obvious that economic efficiency is an essential ingredient in the successful management of both business and public-sector organizations. Like any dynamic area of study, the field of managerial economics continues to undergo profound change in response to the challenges imposed by a rapidly evolving environment. It is exciting to participate in these developments. I sincerely hope that *Fundamentals of Managerial Economics*, 9th Edition, contributes to a better understanding of the usefulness of economic theory.

For students, I hope it makes \$ense.

Mark Hirschey
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March 2008

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