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INTERNATIONAL BUSINESS CLASSICS

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# 国际商务


英文版 · 第9版

查尔斯·希尔 (Charles W. L. Hill) 著

王 蕾 改编

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COMPETING IN THE GLOBAL MARKETPLACE

..... Ninth Edition .....

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# 出版说明

随着经济全球化的深入发展，国际贸易、投资和商务活动日益频繁，企业不可避免地要应对来自全球范围的更加激烈的竞争。与许多跨国公司相比，我国企业在国际化环境下成功运作的经验不足，国际化经营水平还比较低。更重要的是，我国国际商务专门人才极度短缺。

适应经济发展的要求，加速国际商务专门人才的培养和培训，已成为我国高等院校面临的紧迫任务。2010年，经国务院学位委员会批准，在部分高校设立国际商务硕士专业学位；2012年，教育部颁布了《普通高等学校本科专业目录（2012年）》，将国际商务专业从目录外专业调整为基本专业。

顺应这一教育发展趋势，中国人民大学出版社在成功出版“工商管理经典译丛”的基础上，精心策划并适时推出了“国际商务经典译丛”（翻译版）和“国际商务经典教材”（英文版）两套丛书。丛书所选书目，都是国际知名教授所著的经典教材，经过长期教学实践检验，多次再版且畅销不衰，被许多国家的著名大学和专业经管院校采用，包括查尔斯·希尔的《国际商务》、托马斯·普格尔的《国际贸易》和《国际金融》、沃伦·基根的《全球营销》等。

在引进和出版这两套丛书的过程中，我们力图基于目前国际商务专业的核心课程，兼顾企业国际化经营的实际需要。我们希望，通过政府相关部门的大力支持，通过教育机构、高等院校对企业需求和学科发展的关注，通过学生在学习过程中的积极努力和反馈，以及通过像中国人民大学出版社这样一批职业出版人的不懈追求，最终促进我国管理教育国际化的发展、我国企业国际竞争力的提升以及具有全球视野的国际商务专门人才的成长。

愿我们出版的这两套丛书，能对读者在系统学习国际商务基本理论知识、改善自身国际商务实践、全面提升自己的英语表达和跨文化沟通能力等方面有所助益。

中国人民大学出版社



## 改编者的话

为了适应我国经济与社会发展的需要，在高校专业课程的设置与教学上缩小同世界先进水平的差距，中国人民大学出版社引进了一系列国际上权威的经典教材，查尔斯·希尔所著的《国际商务》即为其中一本，本书是根据其最新版本第9版改编的。

查尔斯·希尔是美国华盛顿大学商学院国际商务休斯·M·布莱克讲座教授，受聘于多所高校为MBA、EMBA、在职经理人和博士生授课。他所著的《国际商务》从1994年初第1版至今，经过不断的修订和完善，已成为国际商务领域颇具影响力的权威著作并风行于世。该书第5版和第7版的英文改编版和中译本已由中国人民大学出版社出版，第9版的中译本也即将出版。

原书第5版和第7版的英文改编版由周健临老师主持。周老师的改编既保持了原书的系统完整性和写作特色，又适应了我国高校有关专业的课程设置、教学大纲和课时安排，以及学生对教学用书的价格要求，得到了读者的认可。受中国人民大学出版社和周老师的委托，第9版的英文改编版由我主持，结合周老师前两版改编的经验和自身的教学实践，综合多方面的意见，本人对原著作了必要的删减和改编。

这次改编完整地保留了原书20章的结构体系。因篇幅关系，原书各篇、章后的案例皆予删除。正文的注释保留了注码，注文放至网上，读者可登录人大经管图书在线([www.rdjg.com.cn](http://www.rdjg.com.cn))查阅。各章的小结也已删除，以给教师自由发挥和学生深入理解留出必要的空间，并提供归纳与综合的练习机会。如确有需要还可参考中译本。Research Task和Critical Thinking and Discussion Questions等练习是本书的特色之一，因而予以保留，这些练习对于提高中国学生的研究和分析能力很有帮助，在信息社会，学生应学会利用网络查找所需的数据资料。书中保留了所有的Management Focus和Implication for Managers专栏，为的是让学生更多地了解管理实践和强调学以致用。

使用原版教材不仅可使学生直接学习原著的思想精粹，掌握大量的专业术语和词汇，还可以提高其阅读、使用外语的能力。但本教材是作者从西方市场经济体制的视角编写而成的，作者的文化背景和价值观毕竟与我们有所不同，望读者在学习借鉴过程中能有自己的鉴别和分析。希望本书能对我国高校的双语教育有所贡献。

这是我第一次主持该书的英文改编，尽管之前参与了第5版和第7版的中文翻译工作，对该书的内容并不陌生，但是改编一本书更像一个系统工程，不但需要对全书有很好的总体把握，同时也需要考虑各个

部分对读者的价值，做出合理的取舍。稍有不慎，就有可能使原著的整体协调性遭到破坏，从而毁掉整部作品。感谢中国人民大学出版社和周健临老师的信任，让我有这么一次实践的机会。笔者虽主观上作出了最大的努力，但客观上疏漏和不足之处在所难免，敬请同仁、专家不吝赐教。

本书得以顺利出版，离不开中国人民大学出版社和麦格劳-希尔教育出版公司的大力支持，此外，中国人民大学出版社工商管理分社的编辑为本书出版付出了大量的艰辛劳动，在此一并深表谢意。

王 蔷

上海财经大学

# PREFACE\*

It is now two decades since I began work on the first edition of *International Business: Competing in the Global Marketplace*. By the third edition the book was the most widely used international business text in the world. Since then its market share has only increased. I attribute the success of the book to a number of goals I set for myself when I embarked on the first edition of the book. Specifically, I wanted to write a book that (1) was comprehensive and up-to-date, (2) went beyond an uncritical presentation and shallow explanation of the body of knowledge, (3) maintained a tight, integrated flow between chapters, (4) focused on managerial implications, and (5) made important theories accessible and interesting to students.

Over the years, and through eight additional editions, I have worked hard to adhere to these goals. It has not always been easy. An enormous amount has happened over the past two decades, both in the real world of economics, politics, and business and in the academic world of theory and empirical research. Often I have had to significantly rewrite chapters, scrap old examples, bring in new ones, incorporate new theory and evidence into the book, and phase out older theories that are increasingly less relevant to the modern and dynamic world of international business. That process continues in the current edition. As noted below, there have been significant changes in this edition, and that will no doubt continue to be the case in the future. In deciding what changes to make, I have been guided not only by my own reading, teaching, and research, but also by the invaluable feedback I receive from professors and students around the world who use the book, from reviewers, and from the editorial staff at McGraw-Hill. My thanks go out to all of them.

## COMPREHENSIVE AND UP-TO-DATE

To be comprehensive, an international business textbook must:

- Explain how and why the world's countries differ.
- Present a thorough review of the economics and politics of international trade and investment.
- Explain the functions and form of the global monetary system.
- Examine the strategies and structures of international businesses.
- Assess the special roles of an international business's various functions.

I have always endeavored to do all of these things in *International Business*. In my view, many other texts paid insufficient attention to the strategies and structures of international businesses and to the implications of international business for firms' various functions. This omission has been a serious deficiency. Many of the students in these international business courses will soon be working in international businesses, and they will be expected to understand the implications of international business for their organization's strategy, structure, and functions. This book pays close attention to these issues.

Comprehensiveness and relevance also require coverage of the major theories. It has always been my goal to incorporate the insights gleaned from recent academic work into the text. Consistent with this goal, over the last eight editions I have added insights from the following research:

- The new trade theory and strategic trade policy.
- The work of Nobel Prize-winning economist Amartya Sen on economic development.
- The work of Hernando de Soto on the link between property rights and economic development.
- Samuel Huntington's influential thesis on the "clash of civilizations."
- The new growth theory of economic development championed by Paul Romer and Gene Grossman.
- Empirical work by Jeffrey Sachs and others on the relationship between international trade and economic growth.
- Michael Porter's theory of the competitive advantage of nations.
- Robert Reich's work on national competitive advantage.
- The work of Nobel Prize-winner Douglass North and others on national institutional structures and the protection of property rights.
- The market imperfections approach to foreign direct investment that has grown out of Ronald Coase and Oliver Williamson's work on transaction cost economics.
- Christopher Bartlett and Sumantra Ghoshal's research on the transnational corporation.

\* 为保持原书概貌，前言未作删减。——改编者注

- The writings of C. K. Prahalad and Gary Hamel on core competencies, global competition, and global strategic alliances.
- Insights for international business strategy that can be derived from the resource-based view of the firm.

In addition to including leading-edge theory, in light of the fast-changing nature of the international business environment, every effort is being made to ensure that the book is as up-to-date as possible when it goes to press. Much has happened in the world since the first edition of this book was published in 1993. The Uruguay Round of GATT negotiations was successfully concluded and the World Trade Organization was established. In 2001 the WTO embarked upon another major round of talks aimed to reduce barriers to trade, the Doha Round. The European Union moved forward with its post-1992 agenda to achieve a closer economic and monetary union, including the establishment of a common currency in January 1999. The North American Free Trade Agreement passed into law. The former Socialist states of Eastern Europe and Asia continued on the road to economic and political reform. As they did, the euphoric mood was slowly replaced with a growing sense of realism about the hard path ahead for many of these countries. The global money market continued its meteoric growth. By 2009 more than \$2 trillion per day was flowing across national borders. The size of such flows fueled concern about the ability of short-term speculative shifts in global capital markets to destabilize the world economy. The World Wide Web emerged from nowhere to become the backbone of an emerging global network for electronic commerce. The world continued to become more global. Several Asian Pacific economies, including most notably China, continued to grow their economies at a rapid rate. Outsourcing of service functions to places such as China and India emerged as a major issue in developed Western nations. New multinationals continued to emerge from developing nations in addition to the world's established industrial powers. Increasingly, the globalization of the world economy affected a wide range of firms of all sizes, from the very large to the very small.

Also, unfortunately, in the wake of the terrorist attacks on the United States that took place on September 11, 2001, global terrorism and the attendant geopolitical risks emerged as a threat to global economic integration and activity.

Reflecting this rapid pace of change, in this edition of the book I have tried to ensure that all material and statistics are as up-to-date as possible as of 2009. However, being absolutely up-to-date is impossible because change is always with us. What is current today may be outdated tomorrow. Accordingly, I have established a home page for this book on the World Wide Web at [www.mhhe.com/hill](http://www.mhhe.com/hill).

From this home page the reader can access regular updates of chapter material and reports on topical developments that are relevant to students of international business. I hope readers find this a useful addition to the support material for this book.

## **BEYOND UNCRITICAL PRESENTATION AND SHALLOW EXPLANATION**

Many issues in international business are complex and thus necessitate considerations of pros and cons. To demonstrate both sides of issues to students, I have adopted a critical approach that presents the arguments for and against economic theories, government policies, business strategies, organizational structures, and so on.

Therefore, I have attempted to explain the complexities of the many theories and phenomena unique to international business so the student might fully comprehend the statements of a theory or the reasons a phenomenon is the way it is. I believe these theories and phenomena are explained in more depth in this book than they are in competing textbooks, the rationale being that a shallow explanation is little better than no explanation. In international business, a little knowledge is indeed a dangerous thing.

## **INTEGRATED PROGRESSION OF TOPICS**

A weakness of many texts is that they lack a tight, integrated flow of topics from chapter to chapter. This book explains to students in Chapter 1 how the book's topics are related to each other. Integration has been achieved by organizing the material so that each chapter builds on the material of the previous ones in a logical fashion.

### **Part One**

Chapter 1 provides an overview of the key issues to be addressed and explains the plan of the book.

### **Part Two**

Chapters 2 and 4 focus on national differences in political economy and culture, and Chapter 5 on ethical issues in international business. Most international business textbooks place this material at a later point, but I believe it is vital to discuss national differences first. After all, many of the central issues in international trade and investment, the global monetary system, international business strategy and structure, and international business operations arise out of national differences in political economy and culture. To fully understand these issues, students must first



appreciate the differences in countries and cultures. We discuss ethical issues at this juncture primarily because many ethical dilemmas flow out of national differences in political systems, economic systems, and culture.

### Part Three

Chapters 6 through 9 investigate the political economy of international trade and investment. The purpose of this part is to describe and explain the trade and investment environment in which international business occurs.

### Part Four

Chapters 10 through 12 describe and explain the global monetary system, laying out in detail the monetary framework in which international business transactions are conducted.

### Part Five

In Chapters 13 through 15 attention shifts from the environment to the firm. Here the book examines the strategies and structures that firms adopt to compete effectively in the international business environment.

### Part Six

In Chapters 16 through 20 the focus narrows further to investigate business operations. These chapters explain how firms can perform their key functions—manufacturing, marketing, R&D, human resource management, accounting, and finance—to compete and succeed in the international business environment.

Throughout the book, the relationship of new material to topics discussed in earlier chapters is pointed out to the students to reinforce their understanding of how the material comprises an integrated whole.

## FOCUS ON MANAGERIAL IMPLICATIONS

I have always believed that it is important to show students how the material covered in the text is relevant to the actual practice of international business. This is explicit in the later chapters of the book, which focus on the practice of international business, but it is not always obvious in the first half of the book, which considers many macroeconomic and political issues, from international trade theory and foreign direct investment flows to the IMF and the influence of inflation rates on foreign exchange quotations. Accordingly, at the end of each chapter in Parts Two, Three, and Four—where the focus is on the environment of international business, as opposed to particular firms—a section titled “Implica-

tions for Managers” clearly explains the managerial implications of the material discussed in the chapter. For example, Chapter 6, “International Trade Theory,” ends with a detailed discussion of the various trade theories’ implications for international business management.

In addition, each chapter begins with a case that illustrates the relevance of chapter material for the practice of international business. Chapter 2, “National Differences in Political Economy,” for example, opens with a case that profiles the economy of Poland.

I have also added a closing case to each chapter. These cases are also designed to illustrate the relevance of chapter material for the practice of international business. The closing case for Chapter 2, for example, looks at Indonesia’s economy.

Another tool that I have used to focus on managerial implications is a Management Focus box. There is at least one Management Focus in each chapter. Like the opening case, the purpose of these boxes is to illustrate the relevance of chapter material for the practice of international business. The Management Focus in Chapter 2, for example, looks at how Starbucks has been able to enforce its trademark in China. This box illustrates the important role that national differences in the protection of intellectual property rights can play in international business.

## ACCESSIBLE AND INTERESTING

The international business arena is fascinating and exciting, and I have tried to communicate my enthusiasm for it to the student. Learning is easier and better if the subject matter is communicated in an interesting, informative, and accessible manner. One technique I have used to achieve this is weaving interesting anecdotes into the narrative of the text—stories that illustrate theory. The opening cases and focus boxes are also used to make the theory being discussed in the text both accessible and interesting.

Each chapter has two kinds of focus boxes—a Management Focus box (described above) and a *Country Focus* box. Country Focus boxes provide background on the political, economic, social, or cultural aspects of countries grappling with an international business issue. In Chapter 2, for example, one Country Focus box discusses how the economy of Venezuela has performed under the leadership of Hugo Chavez.

## WHAT’S NEW IN THE 9TH EDITION

The success of the first eight editions of *International Business* was based in part upon the incorporation of leading-edge research into the text, the use of the up-to-date examples and statistics to illustrate global trends

and enterprise strategy, and the discussion of current events within the context of the appropriate theory. Building on these strengths, my goals for this revision have been threefold:

1. To incorporate new insights from recent scholarly research wherever appropriate.
2. To make sure the content of the text covers all appropriate issues.
3. To make sure the text is as up-to-date as possible with regard to current events, statistics, and examples.

As part of the overall revision process, changes have been made to every chapter in the book. All statistics have been updated to incorporate the most recently available data. New examples, cases, and boxes have been added and older examples updated to reflect new developments. Almost all of the chapter opening and closing cases are new to this edition. New material has been inserted wherever appropriate to reflect recent academic work or important current events.

Most notably for this edition, *detailed discussion of the global financial crisis that occurred in 2008 and 2009, and its implications for international business, has been added to many chapters*. For example, Chapter 7 opens with a case that discusses the impact of the global financial crisis on attitudes toward protectionism in many countries. Similarly, Chapter 11 closes with a case that profiles how the global financial crisis triggered economic turmoil and a currency crisis in Latvia.

Elsewhere, Chapter 7 has been updated to discuss progress on the current round of talks sponsored by the WTO aimed at reducing barriers to trade, particularly in agriculture (the Doha Round). Chapter 8 now discusses the slump in foreign direct investment flows that took place in 2008 and 2009, and explains how the global financial crisis of 2008 contributed to it. Chapter 10 discusses the weakness in the U.S. dollar between 2004 and 2008, and its paradoxical rebound in late 2008 in the midst of a severe financial crisis in the United States and elsewhere. And so on.

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Numerous people deserve to be thanked for their assis-

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