

<<战略管理>>

图书基本信息

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前言

随着我国加入WTO，越来越多的国内企业参与到国际竞争中来，用国际上通用的语言思考、工作、交流的能力也越来越受到重视。

这样一种能力也成为我国各类人才参与竞争的一种有效工具。

国家教育机构、各类院校以及一些主要的教材出版单位一直在思考，如何顺应这一发展潮流，推动各层次人员通过学习来获取这种能力。

双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。

事实上，双语教学在我国教育界已经不是一个陌生的词汇了，以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。

但从另一方面来看，双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。

如今，依然是有人赞成有人反对，但不论是赞成居多还是反对占上，双语教学的规模 and 影响都在原有的基础上不断扩大，且呈大发展之势。

一些率先进行双语教学的院校在实践中积累了经验，不断加以改进；一些待进入者也在模仿中学习，并静待时机成熟时加入这一行列。

由于我国长期缺乏讲第二语言（包括英语）的环境，开展双语教学面临特殊的困难，因此，选用合适的教材就成为双语教学成功与否的一个重要问题。

我们认为，双语教学从一开始就应该使用原版的各类学科的教材，而不是由本土教师自编的教材，从而可以避免中国式英语问题，保证语言的原汁原味。

各院校除应执行国家颁布的教学大纲和课程标准外，还应根据双语教学的特点和需要，适当调整教学课时的设置，合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势，中国人民大学出版社同众多国际知名的大出版公司，如麦格劳-希尔出版公司、培生教育出版公司等合作，面向大学本科生层次，遴选了一批国外最优秀的管理类原版教材，涉及专业基础课，人力资源管理、市场营销及国际化管理等专业方向课，并广泛听取有着丰富的双语一线教学经验的教师的建议和意见，对原版教材进行了适当的改编，删减了一些不适合我国国情和不适合教学的内容；另一方面，根据教育部对双语教学教材篇幅合理、定价低的要求，我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头，将目标受众锁定在大学本科生层次。

本套教材尤其突出了以下一些特点：

- 保持英文原版教材的特色。

本套双语教材根据国内教学实际需要，对原书进行了一定的改编，主要是删减了一些不适合教学以及不符合我国国情的内容，但在体系结构和内容特色方面都保持了原版教材的风貌。

专家们的认真改编和审定，使本套教材既保持了学术上的完整性，又贴近中国实际；既方便教师教学，又方便学生理解和掌握。

- 突出管理类专业教材的实用性。

本套教材既强调学术的基础性，又兼顾应用的广泛性；既侧重让学生掌握基本的理论知识、专业术语和专业表达方式，又考虑到教材和管理实践的紧密结合，有助于学生形成专业的思维能力，培养实际的管理技能。

- 体系经过精心组织。

本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。

这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

- 篇幅合理，价格相对较低。

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内容概要

本书是一部战略管理的经典著作，英文版在美国一直得到广大工商界人士、教授和MBA学生的普遍认可，引入国内以来也广受好评。

第8版沿袭了原有的框架体系，再次为读者展示了充满睿智并兼具实践性的战略管理分析：1.精心整合战略管理领域著名的两大理论：工业组织经济学和企业资源基础观，以解释战略管理过程及其在各种类型组织中的应用。

2.全面涵盖战略管理理论，采用经典的研究成果，同时包含许多战略管理文献的最新内容。

3.应用导向，展示了大量有关战略管理思想、技术和工具的范例和应用。

4.案例全面更新，多数案例附有完整的财务数据。

由于原书篇幅较大，为了更加适合国内高校“战略管理”课程双语教学的需要，改编者对原著作了小幅删减，删除了原书的“战略创业”一章及“公司治理”一章中公司控制权市场部分的内容。

此外，原书的24个案例保留了8个经典案例：AMD与英特尔、波音、戴尔、福特、华为、微软、雀巢及沃尔玛。

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作者简介

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于科罗拉多大学获博士学位。

与人合著/合编著作26部，发表论文150篇。

在多家国际著名期刊的审稿委员会任职，包括Academy of Management Journal, Academy of Mana

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章节摘录

插图：Managing Cooperative Strategies Although cooperative strategies are an important means of firm growth and enhanced performance, managing these strategies is challenging. Learning how to effectively manage cooperative strategies is important however, in that being able to do so can be a source of competitive advantage.¹²⁸ Because the ability to effectively manage cooperative strategies is unevenly distributed across organizations in general, assigning managerial responsibility for a firm's cooperative strategies to a high-level executive or to a team improves the likelihood that the strategies will be well managed. Those responsible for managing the firm's set of cooperative strategies should take the actions necessary to coordinate activities, categorize knowledge learned from previous experiences, and make certain that what the firm knows about how to effectively form and use cooperative strategies is in the hands of the right people at the right time. And firms must learn how to manage both the tangible assets and the intangible assets (such as knowledge) that are involved with a cooperative arrangement. Too often, partners concentrate on managing tangible assets at the expense of taking action to also manage a cooperative relationship's intangible assets.¹²⁹ Two primary approaches are used to manage cooperative strategies — cost minimization and opportunity maximization ”。

(see Figure 9.4) . In the cost minimization management approach, the firm develops formal contracts with its partners. These contracts specify how the cooperative strategy is to be monitored and how partner behavior is to be controlled. The TNK-BP joint venture discussed previously is managed through contractual agreements. The goal of the cost minimization approach is to minimize the cooperative strategy's cost and to prevent opportunistic behavior by a partner. The focus of the second managerial approach — opportunity maximization — is on maximizing a partnership's value-creating opportunities. In this case, partners are prepared to take advantage of unexpected opportunities to learn from each other and to explore additional marketplace possibilities. Less formal contracts, with fewer constraints on partners' behaviors, make it possible for partners to explore how their resources and capabilities can be shared in multiple value-creating ways. Firms can successfully use both approaches to manage cooperative strategies. However, the costs to monitor the cooperative strategy are greater with cost minimization, in that writing detailed contracts and using extensive monitoring mechanisms is expensive, even though the approach is intended to reduce alliance costs. Although monitoring systems may prevent partners from acting in their own best interests, they also often preclude positive responses to new opportunities that surface to use the alliance's competitive advantages. Thus, formal contracts and extensive monitoring systems tend to stifle partners' efforts to gain maximum value from their participation in a cooperative strategy and require significant resources to put into place and use. The relative lack of detail and formality that is a part of the contract developed by firms using the second management approach of opportunity maximization means that firms need to trust each other to act in the partnership's best interests. A psychological state, trust in the context of cooperative arrangements is “ the expectation held by one firm that another will not exploit its vulnerabilities when faced with the opportunity to do so. ” ¹³² When partners trust each other, there is less need to write detailed formal contracts to specify each firm's alliance behaviors) ¹³ and the cooperative relationship tends to be more stable.¹³⁴ On a relative basis, trust tends to be more difficult to establish in international cooperative strategies compared with domestic ones. Differences in trade policies, cultures, laws, and politics that are part of cross-border alliances account for the increased difficulty. When trust exists, partners' monitoring costs are reduced and opportunities to create value are maximized. Essentially, in these cases, the firms have built social capital.¹³⁵ According to company officials, the alliance between Renault and Nissan that we examined in the Strategic Focus is built on “ mutual trust between the two partners... together with operating and confidentiality rules. ” ¹³⁶ Research showing that trust between partners increases the likelihood of alliance success seems to highlight the benefits of the opportunity maximization approach to managing cooperative strategies. Trust may also be the most efficient way to influence and control alliance partners' behaviors. Research indicates that trust can be a capability that is valuable, rare, imperfectly imitable, and often nonsubstitutable.¹³⁷ Thus, firms known to be trustworthy can have a competitive advantage in terms of how they develop and use cooperative strategies.¹³⁸ One

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reason is that it is impossible to specify all operational details of a cooperative strategy in a formal contract. Confidence that its partner can be trusted reduces the firm's concern about the inability to contractually control all alliance details. A cooperative strategy is one where firms work together to achieve a shared objective. Strategic alliances, where firms combine some of their resources and capabilities to create a competitive advantage, are the primary form of cooperative strategies. Joint ventures (where firms create and own equal shares of a new venture that is intended to develop competitive advantages), equity strategic alliances (where firms own different shares of a newly created venture) and non-equity strategic alliances (where firms cooperate through a contractual relationship) are the three basic types of strategic alliances. Outsourcing, discussed in Chapter 3, commonly occurs as firms form non-equity strategic alliances. Collusive strategies are the second type of cooperative strategies (with strategic alliances being the other). In many economies, explicit collusive strategies are illegal unless sanctioned by government policies. Increasing globalization has led to fewer government-sanctioned situations of explicit collusion. Tacit collusion, also called mutual forbearance, is a cooperative strategy through which firms tacitly cooperate to reduce industry output below the potential competitive output level, thereby raising prices above the competitive level. The reasons firms use cooperative strategies vary by slow-cycle, fast-cycle, and standard-cycle market conditions. To enter restricted markets (slow-cycle), to move quickly from one competitive advantage to another (fast-cycle), and to gain market power (standard-cycle) are among the reasons why firms choose to use cooperative strategies. Four business-level cooperative strategies are used to help the firm improve its performance in individual product markets: (1) Through vertical and horizontal complementary alliances, companies combine their resources and capabilities to create value in different parts (vertical) or the same parts (horizontal) of the value chain. (2) Competition-responding strategies are formed to respond to competitors' actions, especially strategic ones. (3) Competition-reducing strategies are used to avoid excessive competition while the firm marshals its resources and capabilities to improve its competitiveness. (4) Uncertainty-reducing strategies are used to hedge against the risks created by the conditions of uncertain competitive environments (such as new product markets). Complementary alliances have the highest probability of yielding a sustainable competitive advantage; competition-reducing alliances have the lowest probability of doing so. Firms use corporate-level cooperative strategies to engage in product and/or geographic diversification. Through diversifying strategic alliances.

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编辑推荐

《战略管理概念与案例(第8版)》可以作为管理专业研究生、本科生的教材，也可以在MBA、EMBA教学和企业培训中使用。

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