<<战略管理>>

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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，双语教学的规模和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，如麦格劳一希尔出版公司、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。

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。

作者简介

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书籍目录

章节摘录

插图：Managing Cooperative StrategiesAlthough cooperative strategies are an important means of firm growth and enhancedperformance， managing these strategies is challenging.Learning how to effectively man-age cooperative strategies is important however,in that being able to do so can be a sourceof competitive advantage.128 Because the ability to effectively manage cooperative strate-gies is unevenly distributed across organizations in general， assigning managerial respon-sibility for a firm's cooperative strategies to a high-level executive or to a team improvesthe likelihood that the strategies will be well managed.Those responsible for managing the firm's set of cooperative strategies should takethe actions necessary to coordinate activities， categorize knowledge 1earned from previ-OUS experiences， and make certain that what the firm knows about how to effectivelyform 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， part-ners concentrate on managing tangible assets at the expense of taking action to also man-age a cooperative relationship ’ s intangible assets.129Two 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 contractsspecify how the cooperative strategY is to be monitored and how partner behavior isto be controlled.The TNK-BP joint venture discussed previously is managed throughcontractual agreements.The goal of the cost minimization approach is to minimize thecooperative strategy ’ s cost and to prevent opportunistic behavior by a partner.The focusof the second managerial approach——opportunity maximization——is on maximizing apartnership ’ s value.creation opportunities.In this case， partners are prepared to takeadvantage of unexpected opportunities to learn from each other and to explore addi.tional marketplace possibilities.Less formal contracts， with fewar 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 minimiza.tion， in that writing detailed contracts and using extensive monitoring mechanisms isexpensive， even though the approach is intended to reduce alliance costs.Although mon-itoring systems may prevent partners from acting in their own best interests， they alsooften preclude positive responses to new opportunities that surface to use the alliance'scompetitive advantages.Thus， formal contracts and extensive monitoring systems tendto stifle partners'efforts to gain maximum value from their participation in a cooperativestrategy 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 byfirms using the second management approach of opportunity maximization means thatfirms 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 onefirm 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 tendsto be more stable.134 On a relative basis， trust tends to be more difficult to establish ininternational cooperative strategies compared with domestic ones.Differences in tradepolicies， cultures， laws， and politics that are part of cross-border alliances account forthe increased difficulty.When trust exists， partners ’ monitoring costs are reduced andopportunities to create value are maximized.EssentiaUy， in these cases， the firms havebuilt social capital.135 According to company officials.the alliance between Renault andNissan that we examined in the Strategic Focus is built on “ mutual trust between thetwo partners…together with operating and confidentiality rules. ” 136 Research showing that trust between partners increases the likelihood of alliancesuccess seems to highlight the benefits of the opportunity maximization approach tomanaging cooperative strategies.Trust may also be the most efficient way to influenceand control alliance partners ’ behaviors.Research indicates that trust can be a capabil.ity that is valuable， rare， imperfectly imitable， and often nonsubstitutable.137 Thus， firmsknown to be trustworthy can have a competitive advantage in terms of how they developand use cooperative strategies.138 One

reason is that it is impossible to specify all operational details of a cooperative strategY in a formal contract.Confidence that its partnercan be trusted reduces the firm's concern about the inability to contractually control a11alliance details.A cooperative strategy is one where f_rms work together toachieve a shared objective Strategic alliances.where firmscombine some of their resources and capabilities to createa competitive advantage.are the prima ry form of coopera-tive strategies Joint ventu res fwhere firms create and ownequal shares of a new venture that is Intended to developcompetitive advantages）， equity strategic alliances（whereflrms own different sha res of a newly created venture）andnonequity strategic alliances（where fi rms cooperate through acontractuaI relationship）a re the th ree basic types of strategicalliances.Outsou rcing， discussed in Chapter 3，commonlyoccurs as flrms form nonequity strategic alliancesCollusive strategies a re the second type of cooperative strategies（with strategic alliances being the other）.In many economies， explicit collusive strategies are illegal unless sanctionedby gove rnment policies Increasing globalization has led tofewer government-sanctioned situations of explicit collusionTacit collusion， also called mutuaI forbea rance.is a coopera-live strategy th rough which firms tacitly cooperate to reduceindustry output below the potentiaI competitive output Ievelthereby raising prices above the competitive levelThe reasons firms use coope rative strategies va ry by slowcycle.fast-cycle， and standa rd-cycle market conditions.Toenter restricted ma rkets（slow-cycle）.to move quickly fromone competitive advantage to another（fast-cycle）， and to gainmarket power（standa rd-cycle）a re among the reasons whyfirms choose to use cooperative strategies.Four buslness-level cooperative strategies are used tohelp the f_rm improve its performance in individuaI productma rkets（1）Th rough vertical and horizontal complementaryalliances， companies combine thei r resou rces and capabili-ties to create value In different parts（vertical）or the samepa rts（horizontal）of the vaIue chain（2）Competition-responding strategies a re formed to respond to competitors'actions， especially strategic ones（3）Competition-reducingstrategies a re used to avoid excessive competition whilethe fI rm ma rshals jts resources and capabilities to improveits competitiveness（4）Uncertainty-reducing strategiesare used to hedge against the risks created by the conditions of unce rtain competitive envi ronments（such as newproduct ma rkets）Complementa ry alliances have the highestprobability of yielding a sustainable competitive advantage；competition-reducing alliances have the lowest probability ofdoing so.Firms use corporate-level coope rative strategies to engagein p roduct and／or geog raphic dive rsification Th roughdive rsifying strategic alliances.

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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