

<<跨国管理>>

图书基本信息

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## 前言

This fifth edition of Transnational Management is dedicated to Sumantra Ghoshal , longtime friend , colleague , and coauthor whose name has been on the cover of thisbook since it was first published more than 15 years ago. During our 20-year researchand writing partnership , Sumantra was always concerned about how to bring knowl-edge into the classroom. In our field research , he wanted to ensure that we could cre-ate powerful teaching material out of the data and stories we were uncovering and theconclusions we were reaching. Indeed , he believed that it was impossible to unravelthe twin strands of teaching and learning , claiming that together they created a muchstronger cord of knowledge. To Sumantra , discussion in the classroom raised ques-tions that drove him into the field , and the findings from the field created teachingmaterials that did much more than provide insight for students; they provoked morequestions for research. To the outside world , the numerous awards Sumantra won as an outstanding teacherand case material developer were a testimony to his lifelong commitment to the class-room. But for those of us fortunate enough to have worked with him personally , whetheras a student , a colleague , or a consulting client , Sumantra was much more than a giftedteacher. His brilliant questioning and insightful challenges pushed us to think harder anddeeper but were complemented by his bold imagination and supportive encouragementthat gave us the courage to take risks. Although he passed away in 2004 , we list him asa coauthor in this new edition not only to honor his memory but also to reflect the sig-nificant and lasting contribution he made to the concepts , perspectives , and materialsthat are at the core of this book.

## <<跨国管理>>

### 内容概要

本书是本公认的优秀教科书，是跨国公司总裁们案头上的必备书籍。

本书的最大特色就在于其内容紧贴当代跨国管理的理论和实践的最前沿。

此外，本书在体例安排上也颇具特色。

全书共分8章，每章讨论一个专题，每章在内容上由教程、案例和阅读材料组成，但后者在篇幅和内容上远远超过教程本身。

在书中，作者从没有企图向读者灌输一种标准化的、放之四海皆准的理论，也没有倾向性地选择有利于作者观点的案例和阅读材料，而是将读者直接置身于各种复杂的跨国管理实践和丛林般的理论及观点之中，启发读者自己建立起时间与理论之间的桥梁。

## 作者简介

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D.卡斯里工商管理教授。

巴特利特教授于1964年和1979年在哈佛大学获得工商管理硕士和博士学位，1979年巴特利特执教于哈佛商学院。

他的主要研究领域是跨国公司的管理者在战略上和组织上所面临的挑战，以及公司转型时期

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## 章节摘录

From Dependence or Independence to Interdependence      As we described in Chapter 4, national subsidiaries in decentralized federation organizations enjoyed considerable independence from the headquarters, whereas those centralized hub organizations remained strongly dependent on the parent company for resources and capabilities. But the emerging strategic demands make organizational models based on such simple interunit dependence or independence inappropriate. Independent units risk being picked off one by one by competitors whose coordinated global approach gives them two important strategic advantages: the ability to integrate scale-efficient operations and the opportunity to cross-subsidize the losses from battles in one market with funds generated by profitable operations in others. However, foreign operations that depend totally on a central unit run the risk of being unable to respond effectively to strong national competitors or to sense potentially important local market or technical intelligence. But it is not easy to change relationships of dependence or independence that have been built over a long history. Most companies found that attempts to improve interunit collaboration by adding layer upon layer of administrative mechanisms to foster greater cooperation were disappointing. Independent units feigned compliance while fiercely protecting their independence, and dependent units discovered that the new cooperative spirit bestowed little more than the right to agree with those on whom they depended. To create an effective interdependent organization, two requirements must be met. First, the company must develop a configuration of resources that is neither centralized nor decentralized but is both dispersed and specialized. Such a configuration lies at the heart of the transnational company's integrated network mode of operations, as we already discussed in Chapter 4.

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编辑推荐

本书是“工商管理高等院校双语教学适用教材”之一，全书共分8个章节，将读者直接置身于各种复杂的跨国管理实践和丛林般的理论及观点之中，以每章讨论一个专题为主，启发读者自己建立起时间与理论之间的桥梁。

具体内容包括了解国际化的环境、发展一个跨国组织、创造全球性的创新和学习等。该书可供各大专院校作为教材使用，也可供从事相关工作的人员作为参考用书使用。

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