

<<国际商务>>

图书基本信息

书名：<<国际商务>>

13位ISBN编号：9787121171437

10位ISBN编号：7121171430

出版时间：2012-6

出版时间：电子工业出版社

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页数：448

字数：819000

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## <<国际商务>>

### 内容概要

《国际商务（英文版·第3版）》从全球的政治、经济、文化、法律、技术、伦理和生态等宏观的商业环境，到企业如何进行国际贸易、国际投资和国际金融业务，到企业国际经营战略的制定、国际人力资源管理、国际市场营销等，都有较为详细的论述。同时本书精选了大量实际的案例，把许多主要的经济、贸易和管理理论融入案例之中，用来解释我们所在的全球化商业经营环境和具体的国际商业经营实践，使理论的意义更加明确、更加容易理解。另外，本书教辅资料齐全，为教和学提供了诸多的便利。



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版权页：插图： Problems with international joint ventures in China When the first Sino-foreign joint venture, the Beijing Aviation Food Co., was established in 1980, it led to the beginning of intensive foreign direct investment (fdi) into China, which in turn has contributed to China's continuous growth of 8% every year for the last 15 years. World Trade Organisation (WTO) entry has also boosted inward fdi into China. Combine this with Beijing successfully hosting the Olympics in 2008 and a population of nearly 1.3 billion and it soon becomes evident why so many foreign firms are hurriedly trying to gain a presence in China, with Chinese people having a well-earned reputation for thrift, holding savings of more than US\$1 trillion, nowhere is this desire more apparent than in the finance sector. For example, in 2002, Newbridge Capital, the US-based multinational finance corporation sought to tap into this huge savings stockpile and paid US\$1.8 billion for nearly 20% of Shenzhen Development Bank, while HSBC paid US\$600 million for 10% of Pingan Insurance. Many foreign companies turn to the international joint venture (IJV) as their chosen mode of entry into China. To foreign investors there exist three modes of foreign entry, the first two of which are types of IJV - equity joint venture (EJV), cooperative joint venture (CJV) and wholly-owned foreign enterprises (WOFE). However, IJVs continue to experience high rates of dissolution. The problems associated with IJVs in China have been well documented (Child 1991; Lu and Bjorkman 1998). Harrigan (1986) states that 'Alliances fail because operating managers do not make them work, not because contracts are poorly written.' One reason for foreign investors to shy away from IJVs is their fear of leaking proprietary technology and know-how to Chinese partners and thus losing long-term competitive advantages (Deng 2001). To the Chinese partner gaining invaluable knowledge is a main strategic objective for entering into an IJV. For the Western partner, the problem is knowing how much of their technical expertise should be shared with their partner. A key factor that allows for sharing information is the establishment of trust between parties. In Chinese culture, trust is very much built on personal relationships and involves socialising and working together in order to build trust. In Western society, trust between business partners is underlined by the contract, therefore there is likely to be less importance placed on building relationships. It is often very difficult to build trust between two companies that originate from very different cultural backgrounds. Lack of cultural understanding and different strategic objectives are two of the main reasons why IJVs continue to experience high failure rates.

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