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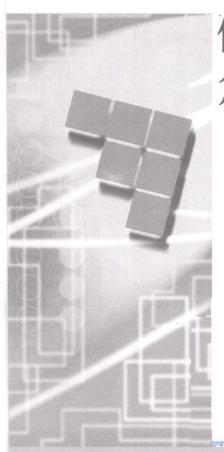湖南人民出版社

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作者简介

贺正楚，男，1968年生，湖南衡阳人，博士，副教授。先后在中南大学商学院、中国社会科学院博士后科研流动站、科技部中国科学技术信息研究所博士后科研流动站完成管理学专业学位的学习和科研工作。从事企业管理方向的学术研究，出版学术著作3部，主持省级以上研究项目5项，在EI、CSCD、CSSCI三大来源期刊上发表学术论文30余篇。曾在株洲工学院、桂林工学院、湖南财经高等专科学校、中国社会科学院研究生院、浙江师范大学、中信所研究生部、台湾发展研究院、长沙理工大学等高等院校和科研院所担任过教师或聘用教授或客座研究员。

作者简介

文先明，男，1964年出生，汉族，湖南桃源人，博士后研究员，博士生导师。先后就读于兰州大学经济系、中南大学商学院，获经济学硕士、管理学博士学位，曾在中国社会科学院经济与管理学博士后流动站工作。1990年至1997年，在湖南省教育委员会从事行政管理工作。1998年至2005年5月，在湖南省委办公厅工作。2005年5月，任长沙理工大学副校长。

自1990年以来，主要从事教育改革与发展、社会主义市场经济、农村经济与管理、风险投资与高新技术产业发展、企业改革与发展战略、区域经济发展等相关领域的研究。主持或参与了国家和省级14项研究课题，已出版《风险投资理论与运行机制研究》、《风险投资中信息不对称及风险分析研究》、《高新科技产业评价体系与发展战略研究》等3部个人专著，合著1部，主编丛书12部，在国家核心刊物上发表论文50余篇。曾获湖南省委省政府重大课题研究成果一等奖2项，湖南省社科成果二等奖1项；被湖南省人民政府记一等功，被中共中央办公厅授予先进工作者，并多次获得湖南省委办公厅的嘉奖。

内容提要

传统的企业危机管理理论存在着一个明显不足——忽视了危机管理中信息沟通及其作用。因为已有的危机管理理论，基本上是以危机管理的技术因素为核心，探讨企业如何从技术细节入手来预防或者应对已经出现的突发事件。而对企业危机管理的流程和效果都有着深刻影响的信息沟通这一非技术因素，并没有引起足够的重视。

本书从对企业危机管理的流程和效果都有着深刻影响的非技术的无形因素（信息沟通在危机管理中的作用、企业的内部沟通、企业高层对危机的态度、企业负责对外沟通的部门的自主性等）入手，探讨企业如何预防或者应对已经出现的突发事件，这就完全突破了传统的研究视角。在企业危机沟通的理论层面上，本研究打破了已有的研究局限，从危机沟通的角度研究企业如何对危机进行化解，这样既丰富了企业沟通理论，也增加了企业应对危机的新方法和新措施。在企业危机沟通的实践操作层面上，构建了危机情境的企业沟通体系这种新的企业危机管理方法，这一新方法包括危机沟通准备、危机沟通计划、危机沟通系统和危机处理中的沟通系统。

危机情境中的企业，如何与顾客、员工、企业外部有关组织和媒体进行沟通，以提高企业危机沟通的效果和效率。本书从危机情境下的危机信息沟通与管理的研究视角，来探讨企业

危机管理。全书的重点，集中在对危机情境中的企业，如何与顾客、员工、企业外部有关组织和媒体，如何进行危机信息沟通，因此，本书的主要内容集中在第3、4、5、6章。

本书的第3章，从对信息沟通与管理的角度研究了企业危机信息管理系统和针对该系统建立的企业危机管理新组织。着重研究了危机沟通系统的如何构建，怎样建立一个基于危机处理的信息沟通与管理系统，构建基于信息沟通管理的企业新组织，设计危机沟通管理系统的工作流程。

本书的第4章，讨论了危机信息管理方法的建立和危机信息监控系统的设计。设计了一种新的危机信息管理方法——危机信息推理方法，该方法可以较好地发现与识别危机信息，同时还设计了一个危机信息监控系统，构建了基于危机信息的企业危机预警评价指针体系。

本书的第5章，首先，讨论了危机情境时与顾客的沟通，着重研究了与顾客沟通的过程，以及对顾客投诉的处理，并辅以案例分析。面对危机事件应采取开诚布公的态度。有时事实是无法改变的，但可以改变的是顾客对事件的看法。态度有时决定了企业今后能否继续生存，因为企业的态度直接影响着顾客的态度与反应，而顾客是企业生存与发展的重要支撑。

其次，第5章还讨论了危机情境时的企业员工沟通，主要对企业员工和管理者的沟通网络进行了分析。许多企业已经认识到与员工进行沟通的重要性，企业内部沟通与企业经营的成败存在着千丝万缕的联系。在现代经营中，企业内部的创造性沟通非常重要。针对内部沟通存在的问题，对于企业内部沟通应该拥有良好的沟通传达方式。本书首先从内部沟通的概念入手，研究企业内部沟通的方式、过程、方向、功能，通过深入分析企业内部沟通的现状与存在问题，理清其中的障碍，寻找对策，进而展开论述。

第 6 章，研究了危机情境时与媒体及企业外部有关组织的沟通，对危机情境中的媒体沟通工具，如何与媒体建立良好的关系等问题进行了研究。本书强调，企业危机管理者必须了解新闻记者在报道突发重大事件过程中的主导思路才能现实地把握参与公共话语的时机，充分利用媒体，与企业内外的相关者之间进行建设性的沟通。与媒体保持良好的关系有助于危机事件的解决。与记者和当地舆论媒介保持良好关系应该成为企业公关部门日常工作的重要组成部分。长期、友好、互信互利的关系可以使企业和媒体互通信息有无，企业也可建立起广泛的消息来源。媒体强大的影响力对舆论的导向有时起着决定性的作用，企业尽可能地向其主动提供真实完整的最新危机消息，正确地去引导舆论方向。另外信息的沟通应该是双向的，了解反馈才能进行更有效的沟通。

第 6 章，还分析了危机时同企业外部有关组织的沟通。对与企业外部有关组织沟通的原则、方法、沟通的步骤，沟通的策略进行了分析，并对一些具体案例进行了分析。与企业外部有关组织的有效沟通，对于企业顺利度过危机处境非常重要。从企业外部有关组织的角度来看，危机事件严重威胁着他们的利益。在混乱的局面中，企业有时需要他们直接出面澄清事情真相，以获得外部舆论和资源支持的机会。

本书的第 7 章，总结得到了本书的主要结论，阐明了本书的三大创新点，对本书的后续研究提出了展望。

ABSTRACT

There exists in the conventional enterprise crisis management theory an overt insufficiency, namely the intangible factors and their functions in the course of crisis management are neglected, for the existing crisis management theory, basically with the technical factors of crisis management as the core, probes into how an enterprise prevents or handles the arisen happenings from the technical details. And adequate attention isn't brought to the non-technical factors (namely information communication) which have profound impacts on the enterprise crisis management flow and effect.

This dissertation probes into how enterprises prevent and cope with already arisen happenings from the aspect of the non-technical intangible factors (the role of information communication in the crisis management, enterprise's internal communication, enterprise officials' attitudes towards the crisis and the autonomy of the department in charge of external communication), which has completely broken through the traditional research approach. The paper breaks through the current research limits at the theory level of enterprise crisis communication and explores how enterprises dissolve the crisis from the angle of the crisis

communication, thus not only enriching the enterprise communication theory but also providing new methods and measures to handle crisis for enterprises. As regard to the practical operation level for enterprise crisis communication, the paper constructs a new method to mange enterprise crisis, namely enterprise communication system under crisis situations, which consists of preparation for crisis communication, program for crisis communication, crisis communication system and communication system for crisis disposal.

How does an enterprise under crisis situations communicate with its clients, staff, exterior related organizations or media press to enhance the effect and efficiency of the enterprise crisis communication?

The paper discusses enterprise crisis management at the research angle of crisis information communication and management under crisis situation. The whole paper focuses on how an enterprise under crisis situations communicates about crisis information with its clients, staff, exterior related organizations or media. As a result, the emphasis is set on the 3rd, 4th, 5th and 6th chapters.

Chapter 3 focuses on the enterprise crisis information management system and the new organizations for the enterprise crisis management established for the system from the prospect of information communication and management. The research concentrates on how to construct crisis communication system and how to establish information communication and management system based on crisis disposal as well as on the construction of new organizations of enterprises based on information communication man-

agement and the design of working process of crisis communication and management system.

Chapter 4 discusses the establishment of crisis information management methods and the design of crisis information supervision system. Crisis information inference method, a new crisis information management method, is designed which can discover and identify crisis information better than ever. At the same time a crisis information supervision system is also designed and forewarning appraisal indicator system of enterprise crisis based on the crisis information is established.

Chapter 5 first discusses the communication of the enterprise under crisis situations with its clients, and studies emphatically the process of communicating with the clients as well as the disposal of complaints from them, auxiliary by the case analysis. Honest attitudes should be adopted when encountering crisis happenings. Sometimes facts can' t be changed at all but what can be changed is what clients think of the happenings. Attitude sometimes decides whether an enterprise can continue to survive in the future, because the enterprise' s attitudes have a direct impact on the client' s attitudes and reaction, whereas clients are important underpinning for the survival and development of the enterprise.

Then chapter 5 discusses under the crisis situation the enterprise' s communication with its staff and makes plenty of analysis of the communication network between the staff and superintendents. Many enterprises have come to realize how important it is to communicate with the staff and that the internal communication has much to do with the success or failure of enterprise man-

agement. In the modern management, the interior creative communication is extremely important. In view of the problems existing in the internal communication, the good way of communication and transmission should be applied in the enterprise interior communication. The paper, starting with the concept of internal communication, explores the way, process, direction and function of the enterprise interior communication, makes clear the barriers and seeks for the countermeasures through a thorough analysis of the present situation and the problems of the enterprise interior communication before deploying discussion.

Chapter 6 lays a research on the communication with media press and exterior related organizations when the enterprise is under crisis situations as well as on the problems such as the instrument with which to communicate with media press and how to establish the favorable relationship with media press. The text stresses that only if the enterprise crisis managers know about the dominant thinking ways the newsmen are reporting important happenings can they realistically grasp the occasion to speak publicly, and make full use of press to have a constructive communication with the ones concerned inside and outside of the enterprise. Keeping a good relationship with the media helps work out the crisis happenings. It should be an important part of daily routine of the enterprise's department of public relation to keep a good relationship with reporters and local press. Long-term relations on the basis of friendliness, mutual-trust and mutual-benefit can cause the enterprise and press exchange information with each other, and the enterprise can establish the far-ranging information resources. The formidable influence of the press at times plays a

decisive role in the guiding of public opinions, and the enterprise should on its own initiative provide the press with the latest true information about the crisis as far as possible and guide the correct direction of public opinions. Moreover, information communication should be bidirectional, only after feedback is known about can more efficient communication go on.

Chapter 6 continues to analyze under the crisis situation the communication with exterior related organizations and the communication principles, methods, procedures and tactics as well as some concrete cases. An effective communication with the exterior related organizations is of extreme importance for the enterprise to live through crisis situations smoothly. Seen from the aspect of the exterior related organizations, crisis happenings form a serious threat to their interests. In the turbid complexion, the enterprise sometimes needs them to clarify the truth about the facts so as to obtain the sustaining chance of exterior public opinions and resource.

The main conclusions are summarized in the last part and three great innovations are expounded and the expectation of the following research is proposed.

目　录

第 1 章 导 论

1.1 选题背景

随着经济全球化和信息技术的飞速发展，企业发生危机的频率逐渐增大，现代企业面对危机已成为不可避免的事情。

任何企业都处在风云难测的环境中，面临随时可能发生的危机。无论是享誉世界、规模庞大的跨国公司，还是那些默默无闻的中小企业，都会面临危机的困扰，都可能会遭受危机的侵袭。美国学者菲特普曾对全球排名前 500 强的高层人士进行过一次调查，高达 80% 的被访者认为，企业经常要面临危机，14% 的人则承认自己曾面临严重危机的考验。[①] 实践中遭受危机侵害的企业可以说是数不胜数，例如：欧洲的"二恶英"污染事件、比利时的可口可乐饮料中毒事件、日本的三菱"帕杰罗"事件、"疯牛病"事件、能源巨头安然公司的破产、电讯巨头环球公司进入破产程序事件等等，都是典型的危机事件。[②] 危机对企业所产生的巨大杀伤力的确是令人瞠目结舌，

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① Brynjolfsson, E., Hitt, L. M. and Yang, S., Intangible Assets: How the Interaction of Computers and Organizational Structure Affects Stock Market Valuations. In ICIS‐98, 9th International Conference on Information Systems: ICIS, 1998.

② R Ahlswede. Multi-way communication channels. In proc. 12nd int. sump. 2001.