



中国浦东干部学院博士文库

企业价值创新

—— 变革新思路

李志强·著

Enterprise Value Innovation
The New Idea About Change Management



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李志强，1976年生，江西省南昌市人。复旦大学管理学博士，中国注册会计师，获德国经济合作发展部颁发的高级职业培训证书。曾赴德、英等多国访学，现任中国浦东干部学院教师。主要研究领域为战略及变革管理与国际商务，在核心刊物发表论文数十篇，作为主要参与人参加2项国家级课题、3项国际合作项目以及多项企业和政府横向课题研究，其中包括国家自然科学基金课题和英国政府全球机遇基金课题等。



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总 序

P R E F A C E

创办中国浦东、井冈山、延安干部学院，是党中央从推进中国特色社会主义伟大事业和党的建设新的伟大工程全局出发作出的一项重大决策。

中国浦东干部学院自 2005 年 3 月正式开办以来，始终坚持胡锦涛同志提出的切实把学院建设成为进行革命传统教育和基本国情教育的基地、提高领导干部素质和本领的熔炉以及开展国际培训交流合作的窗口的办学目标，秉承“实事求是、与时俱进、艰苦奋斗、执政为民”的办学要求，努力体现“国际性、时代性、开放性”的办学特色，取得了较为突出的业绩，正在向“国内一流、国际知名”的新型领导学院的方向稳步迈进。

办好一所学院的关键是教师。人才是事业之本，人才兴则事业兴、事业旺。“所谓大学者，非大楼之谓也，有大师之谓也”，这句话对中国浦东干部学院来讲同样有指导意义。中国浦东干部学院汇集了一批优秀的教师，他们当中，既有国外学成归来的学子，也有来自国内著名

高校、科研机构的青年才俊。他们有火热的创业激情，有对干部教育培训事业的执著和热爱。他们大多拥有博士学位，在自己所属的学科领域已崭露头角。这支队伍是建设好中国浦东干部学院的人才支持和智力保证。为他们搭建平台，促进他们成长，引领他们发展，是学院义不容辞的职责。

支撑一所学院的基础是学术。学院之称，有学科、学养、学理之意蕴。没有了学术，学院也就失却了原动力和根基。中国浦东干部学院创办以来，坚决贯彻并创造性地执行中央的战略决策和一系列办学要求，明确了教育培训、科学研究、咨询服务、领导测评、网络教育五位一体的功能定位，突出强调了学术研究、学科建设在学院发展中的重要地位。整合学术资源、加强学科建设对学院发展至关重要。

体现一所学院办学水平的重要标志是品牌。品牌汇集了办学的智慧，凝聚了办学的精华，同时也提升了学院的美誉度。中国浦东干部学院以问题为核心，以能力为导向，以现场教学资源为依托，自创办以来培训了大批学员，培训成果显著，一批具有较高质量的课程品牌、教学品牌正在形成。从一所学院的发展来看，既要有教学的品牌，也要有科研的品牌；既要有品牌学员，也要有品牌教员；而这一切都需要长期积累。求木之长必先固其本。积累品牌素材，探寻品牌来源，滋养品牌发展，是学院发展的长远大计。

基于上述认识,我们组织出版了这套中国浦东干部学院博士文库。入选文库的书稿均为学院青年教研人员的博士学位论文,并经过了严格的“双盲”评审。作者根据评审意见和所论问题的发展以及研究的深化,都进行了认真修改,可以说基本反映了所论问题的学科前沿。我们希望,这套分辑出版的文库能开启和激励我们的后续研究,促进学院自身研究特色和学术传统的形成,促进相关学科领域的建设,促进学术交流与繁荣。

文库的出版得到了上海社会科学院出版社领导和编辑同志的鼎力支持和帮助,借此表示诚挚谢意。同时,对为文库的建设作出贡献的评审专家和付出辛劳的同志表示诚挚的感谢。

文库中存在的不足,敬恳广大读者批评指正。

中国浦东干部学院博士文库编委会

2007年元月

ABSTRACT

When the enterprise grows up slowly, the internal problems arise or the enterprise can't adapt to the changes in management environment, it has to make necessary adjustment and improvement in such factors as internal layer class, workflow and corporate culture in order to promote further development. Jack Welch, the model of the world CEO, molded the modern giant—General Motors with the help of a series of enterprise change. The last decade of the twentieth century witnessed a plentiful and vigorous turbulence which told us that we were living in a “discontinuous age” in which the change and the pace have become the theme. Being confronted with the dynamic, uncertain environment full of challenge and opportunity, the enterprise has to orient itself to the diversified and changeable environment and seek the further development by making an adjustment or even a thorough change.

It is because of the utility and urgency of change that the theorists begin to launch researches in this field with great interest and enthusiasm, among them there are such figures as Henry Mintzberg and also many beginners like the writer of this

work himself. The theorists constantly bring about a great upsurge in enterprise such as the project of enterprise reconstruction. However the enterprise is at a loss in practice and always follows suit. Described as Mintzberg' book "*Strategy Safari*", the present research about change is "take a part for the whole" which only study the surface of the change involving little of the impetus which is the heart of the change.

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Therefore, aiming to explore the deeper reasons for the enterprise change, this research puts forward the value reconstruction which is the impetus of the change by analyzing the demand and the driving force. Since the economics studies, the enterprise is seen as a black box which is continuously embodied with the evolution of economy theory and is isolated from the other social community. In fact, as an important part of the social organism, the enterprise is closely linked to the other social community. In addition, the enterprise and the other community are formed into an ecological system in which the value off-balance of any community would result in the change of the other community thus attaining new balance. This is the real impetus of enterprise change. Looking for the value increment of the related stakeholders has become a new path to enterprise value increment.

With the analysis of the internal factors of the change, the writer constructs value reconstruction model and establishes mathematical model as to the direction of the change. The research is conducted from both the theory and practice level, and

it mainly covers the following points:

The introduction of the book concludes the reason, purpose, method and frame of the research.

Chapter one is the review of the current theories of the change and analyzes the drawbacks of these theories: The current impetus research is only at the effect level of the cause and effect, not touches the cause level of the change yet. After analyzing the demand of change and the driving force, the writer puts forward the concept of value reconstruction.

In chapter 2, the writer analyzes the basis of the value reconstruction from the prospective of enterprise value, and illustrates the necessity of the enterprise value reconstruction and the results of the research on the basis of which it defines the related stakeholders. Furthermore, it lays a theoretical foundation based on the analysis to the internal mechanism.

Chapter 3 is the analysis of the exterior factors of the enterprise change. It describes the change by using the systematic theory and points out the necessity of the patterns for the change: The change is not a linear system which bears great danger and uncertainty. Therefore, the value reconstruction model is established with the help of the systematic chaos theory. The model points out that the key factor of the change is organizing study and breaking down the obstacles which guarantee the value reconstruction and the smooth enforcement of the change. At the same time, the nonlinear system will result in the inevitability of the dynamic change. According to these theories, the writer

divides different phases of the dynamic change and offer some suggestions as well.

Chapter 4 covers the analysis of some factors determining the success of the change. Compared to the exterior environment, the internal environment is easily controlled. This part illustrates major points from the aspects of culture and change, organizing study and change ability and the institution of the enterprise change.

In chapter 5, the writer constructs the mathematical model combined with some examples. It also points out the determinants for the change and provides the tools for right changing direction.

In chapter 6, with the theoretical analysis, the writer offers some suggestions on how to carry out the change. On the basis of the analysis to the enterprise self-organization, he points out that the establishment of common cognitive system is great complement to the enterprise institution. In addition, the article sheds a light on the change which analyzes thoroughly how to break through the cognition obstacle and achieve smoothly the interaction of the enterprise and stakeholders that are concerned.

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