

企业集团 核心竞争力研究

——理论与实证分析

QIYE JITUAN
HEXIN JINGZHONGLI YANJIU

史仕新 付建平 著

中国社会科学出版社

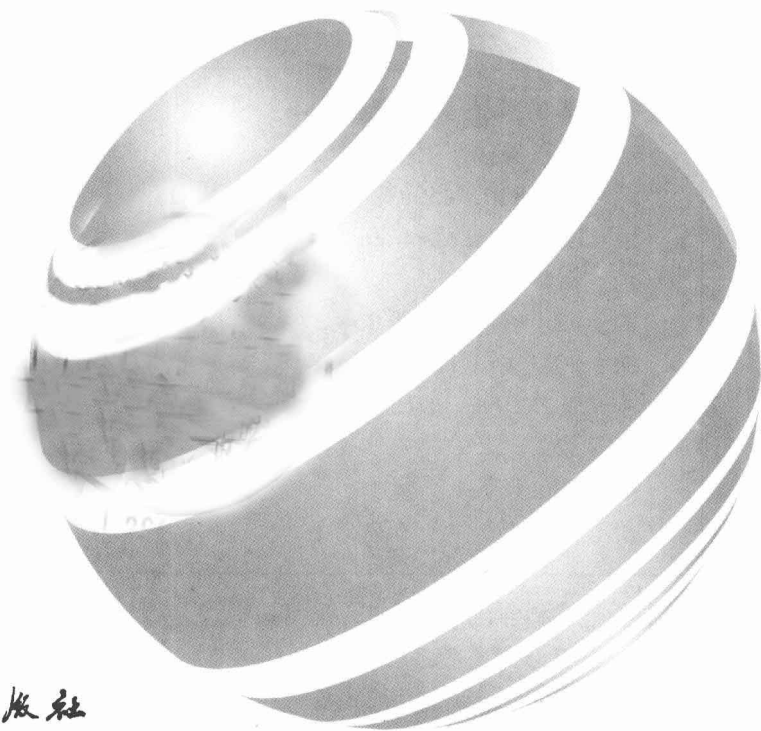
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图书在版编目(CIP)数据

企业集团核心竞争力研究 / 史仕新, 付建平著. —北京: 中国社会科学出版社, 2011.1

ISBN 978-7-5004-9496-6

I. ①企… II. ①史…②付… III. ①企业管理—研究
IV. ①F270

中国版本图书馆 CIP 数据核字(2011)第 015805 号

出版策划 任 明
特邀编辑 李晓丽
责任校对 林福国
技术编辑 李 建

出版发行	中国社会科学出版社	
社 址	北京鼓楼西大街甲 158 号	邮 编 100720
电 话	010-84029450(邮购)	
网 址	http://www.csspw.cn	
经 销	新华书店	
印 刷	四川省印刷制版中心有限公司	
版 次	2011 年 1 月第 1 版	印 次 2011 年 1 月第 1 次印刷
开 本	787×1092 1/16	
印 张	12	插 页 2
字 数	300 千字	
定 价	30.00 元	

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摘 要

作为一国经济实力和竞争力强弱重要标志的大企业、大集团，对我国经济持续快速发展起着重要作用，因此，廓清企业集团核心竞争力的内涵、本质特征、形成机理，并进而提出培育和提升核心竞争力的建议，对于我国形成一批拥有著名品牌和自主知识产权、主业突出、核心能力强、具有国际竞争力的大公司和企业集团具有重要的理论和现实意义。

本书首先对核心竞争力内涵、特征的相关文献进行了认真梳理，对企业集团生成和发展的经济学机理、动因的研究文献进行了认真梳理。综观目前核心竞争力的研究成果，都强调核心竞争力的某一方面，而割裂知识、文化、资源、要素与能力之间的关系，人们对核心竞争力内涵的界定是不全面的，对核心竞争力的特征也没有一个统一的认识和理解。国内从经济学角度深入研究企业集团生成发展动因方面的文献很少。现有文献对单个企业业务单元研究较多，而对企业集团核心竞争力内涵的专门研究还没有发现。

其次，本书对企业集团核心竞争力进行了定义，其内涵包含三个层面的内容：一是共享的知识体系和共同的价值观，这是企业集团共同行动的基础；二是长期不断的资源、技术、管理和制度等创新与协同实践，这既是企业集团共享的知识体系和共同的价值观形成的动力和原因，也是企业集团竞争力形成的动力和原因，是企业集团核心竞争力的重要支撑因素；三是企业集团核心竞争力的外在表现是企业集

团的竞争力。本书将企业集团核心竞争力的特征概括为内生性、创新性、协同性和价值性，同时，构建了一个由核心层、支撑层、外在表现层三个层次构成的企业集团核心竞争力分析框架，并阐明了企业集团核心竞争力形成机理。

第三，本书运用企业集团核心竞争力的分析框架，对攀枝花钢铁集团公司核心竞争力从核心层、支撑层、外在表现层三个层次进行了深入分析和研究。本书认为，攀钢集团经过40多年的建设和发展，在核心竞争力方面，不断进行资源、技术、管理和制度等创新，取得了比较显著的成就，建立了独具特色的知识体系和价值观体系，成为我国西部最大的钢铁生产基地，中国品种最齐全的无缝钢管生产基地，中国最大的钒制品和铁路用钢生产基地，中国最大的钛原料生产基地，以及中国最大、世界第二、技术领先的钒生产企业；但同时，集团在知识与价值观体系、资源综合利用和协同能力、钢铁钒钛三大主产业的核心产品、钢铁钒钛三大主产业经济规模、协同经济、范围经济等方面又显现出多方面不足。

第四，针对攀钢集团核心竞争力上的不足，本书提出了攀钢集团提升核心竞争力的对策和建议：1. 大力进行集团文化建设，构建协同创新的价值观；2. 坚定不移地把创新贯穿于发展的全过程；3. 全力以赴地推进集团资源、技术、管理与制度的全面、全过程的协同；4. 创新集团发展战略。

Abstract'

As an important sign to measure the economic strength and competitive ability of a country, large enterprises and groups play crucial role in China's sustainable and fast economic development. Therefore, it is of great theoretical and practical significance for our country to form a number of large companies and enterprise groups with famous brands, intellectual property rights, prominent main businesses, powerful core abilities and international competitive abilities according to apprehending the connotations of enterprise groups' core competitive abilities and essential characteristics, forming mechanism, empirically analyzing the situations of enterprise groups' core competitive abilities and further proposing the suggestions to cultivate and promote enterprise groups' core competitive abilities.

For one time, this paper has refreshed the related literatures about the connotations and features of the core competitive ability and about economics mechanism and motivation of enterprise groups' formation and development. The present researches on the core competitive ability focus on a certain aspect of the core competitive ability, whereas separate the relationship among knowledge, culture, resources, factors and abilities. Thus it can be seen that people have no comprehensive definition of the connotation of the core competitive ability, and have no unified understanding of the features of the core competitive ability. In our country, there are few literatures about deep researches on the motivation of enterprise groups' formation and development from the economics point of view. The existing literatures about the researches on individual enterprise are relatively more, but the special researches on the connotations of enterprise groups' core competitive abilities have not been found.

This paper creatively gives a new definition to enterprise groups' core competitive abilities, whose connotations contain three levels: first, it is the shared knowledge system and common values that are the basis for enterprise groups to make combined actions; second, unceasing resources, technologies, the innovation of management and system and cooperative practices are not only the motivation and reasons for enterprise groups to form the shared knowledge system and common values, but also the motivation and reasons for enterprise groups to form enterprise groups' competitive ability as well as the important support factor of enterprise groups' core competitive ability; third, the external performance level of enterprise groups' core competitive ability is enterprise groups' competitive ability. This paper summarizes enterprise groups' core competitive ability as endogeneity, innovation, cooperation and value; at the same time, it has built analysis frames of enterprise groups' core competitive ability composed of core level, support level and external performance level, and further states the formation mechanism of enterprise groups' core competitive ability.

This paper, using analysis frames of enterprise groups' core competitive ability for the first time, has made systematical and deep analysis and research on Panzhihua Steel and Iron (Group) Corporation from the three levels - core level, support level and external performance level. This paper believes that after 40 years' construction and development, Panzhihua Steel and Iron (Group) Corporation shows core advantages in the aspect of the core competitive ability: Pangang has established particular knowledge system and value system and continuously make innovations in resources, technologies, management and mechanism, so it has got prominent achievements - has become the largest steel and iron production base in Western China, the seamless steel pipe production base with the most complete varieties in China, the largest vanadium products and railway steel production base in China, the largest titanium raw materials and titanium dioxide production base in China and a vanadium production enterprise with advanced technologies, which is the largest in China and the second in the world. But at the same time, there are lots of shortages in many aspects in Panzhihua Steel and Iron (Group) Corporation, such as knowledge and value system, comprehensive utilization of resources and cooperative ability, the core products of three main industries

~ steel, vanadium and titanium, and the economic scale, cooperation economy as well as economics of scope of the three industries and so on.

Based on the shortages of Panzhihua Steel and Iron (Group) Corporation's core competitive abilities, this paper proposes countermeasures and suggestions for Pangang to improve the core competitive abilities: 1. taking efforts to build culture in group and establish cooperative and innovative values; 2. unswervingly making innovation run through the whole process of development; 3. improving comprehensive cooperation of group's resources, technologies, management and mechanism; 4. development strategy of innovation group.

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