



转型经济中与 后金融危机时代企业管理

Enterprise Management in a Transitional Economy
and Post Financial Crisis

主 编 赵曙明 Joe1 GLASSMAN 刘 洪 刘春林

转型经济中国

后金融危机时代企业管理

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Foreword

The global economic crisis, stemming from the U. S. financial crisis in 2008, has created great uncertainty in the global business environment. Just like falling dominoes, the changes in the global economy, caused by the global financial crisis, have spread throughout the system. Governments adjust policies; stock markets fluctuate dramatically; prices of crude oil and other raw materials rise and fall sharply, all of which force enterprises to function in a more complex and unstable environment. These uncertainties bring challenges to business management in terms of labor relations, managerial ethics and cross-cultural management. Of course, at the same time, the global economic crisis inevitably creates global opportunities. Network technology, biotechnology and low-carbon technology will create huge opportunities for the reform of traditional industries. Coping with challenges and opportunities during the post economic crisis era has given rise to new tasks for management practice and research all over the world.

In the 21st century, with the acceleration in globalization and the continued opening-up of China, modes of utilizing foreign funds and operating multinational business in China keep changing. Economic development strategies, including creating technology, upgrading industry and protecting the environment, require China to change from attracting foreign investment in the past to selectively absorbing investment today, and from a focus on Eastern region of the country in the past to Central and Western regions today. Furthermore, as the largest new economy, the overall size of China's economy now ranks the second in the world. Under the export-oriented development strategy, Chinese enterprises have cultivated sufficient resource and international operating experience. Currently, more and more Chinese enterprises have gone abroad and have been involved in world market competition, with successes and failures. In this context, Chinese enterprises have needed to improve their management practices in order to strengthen their competitiveness during this period of a transitional economy and post financial crisis.

In order to respond to the challenges of the internationalization of business, as well as to explore the new challenges confronting enterprises, under the transitional economy and during the post financial crisis, and to be ready for new opportunities of business management, the School of Business, Nanjing University is holding the 7th International Symposium on Multinational Business Management—Business Management in Transitional Economy and Post Financial Crisis on June 5-6, 2011. This conference follows six continuously successful “international symposiums on multinational business management” in 1992, 1996, 1999, 2002, 2005 and 2008. Based on the period of the transitional economy and post financial crisis, integrated with current requirements of Chinese economic construction and business development, this symposium concentrates on vital issues confronting multinational business management, including: overseas direct investment and multinational business management, cross-cultural management, business strategy in the post financial crisis era, human resource management in a transitional economy, improving the synergy between work and quality of life, development and changes in organizations, labor relations; market management, conflict management, entrepreneurship, risk management, logistics and e-business, managerial ethics, corporate finance and accounting, banking, finance and insurance, technology and innovation, Sino-Japanese Economic Development and Business Management (the 6th Joint International Symposium co-held by the School of Business, Nanjing University, School of Economics, Renmin University of China and Faculty of Economics, Kyushu University, Japan) and Sino-American Women Entrepreneurship Seminar jointly held by the School of Business, Nanjing University and Seton Hill University.

This symposium provides a platform for scholars, entrepreneurs and senior managers from multinational companies to exchange information and explore ways to operate enterprises successfully and transform management under the new, complex and uncertain environments at home and abroad during this period of economic transition and post financial crisis. This symposium is also a gathering for Chinese management experts and peers from all over the world to exchange new thoughts, theories, methods and achievements. Over 100 papers were

received and 67 papers were accepted and published in the book through a blind review process. A few papers were accepted for oral presentation at the conference. All of these papers propose new management ideas and concepts that not only promote the development of business management theories in China, but advance the transformation of Chinese business management practices.

The symposium has received support from many units and it owes its success to their contributions. I would like to take this opportunity to thank the Department of Management Sciences, the National Natural Science Foundation of China for all of its support. I wish to thank Peter F. Drucker and Masatoshi Ito Graduate School of Management of Claremont Graduate University, USA; Samuel Curits Johnson School of Management, Cornell University, USA; Center for International Studies and College of Business, University of Missouri-St. Louis, USA; School of Management, University of Pittsburgh, USA; Seton Hill University, USA; Faculty of Business and Law, New Castle University, Australia; Faculty of Economics and Business, University of Sydney, Australia; Faculty of Business, Auckland University of Technology, New Zealand; Maastricht School of Management, the Netherlands; University of International Business and Economics, China. I wish to thank these institutions for sustaining long-term relationships with the School of Business, Nanjing University, including cooperations and exchanges in teaching and research and also for co-sponsoring the previous international conferences. I wish to thank the *Journal of Reform*, the *Journal of Training*, *Yangzi Evening Post*, *Nanjing Daily*, Amway (China) Co., LTD, Suning Appliance Company Ltd., Jiangsu Guoxin Investment Group LTD, Jiangsu Salt Industry Group Co., Nanjing Branch, LTD, Jiangsu Yanghe Brewery Joint-Stock Co., LTD, Nanjing Municipal Communications Construction & Investment Holding (Group) Co., Nanjing Hi-Tech Venture Capital Co., LTD, Nanjing Venture Capital Investment & Management Co., LTD, Sinopaco Corporation, Jiangsu Lianfa Textile Co., LTD, Wuxi Little Swan Company, LTD, DAQO Group, Jiangsu Province, China, Nanjing Richisland Information Technology Co., LTD, and Jiangsu Zhicheng Resource Recycling Co., LTD, Shanghai Sunivo Supply Chain Management Co., LTD for all of their support.

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and Professor of the College of Business at Hankuk University of Foreign Studies, South Korea; Dr. Yung-Ho Suh, Dean and Professor, School of Management, Kyung Hee University, South Korea; Dr. Jang-Hui Han, Former Dean and Professor, College of Business, Chonnam National University, South Korea; Dr. Ki Hyoung Sohn, Former Associate Dean and Professor, College of Business, Chonnam National University, South Korea. I want to thank them for finding time in their busy schedules to help us prepare for the conference and to attend this conference.

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Nanjing

前 言

2008年,美国金融危机引起的全球经济危机,给各国企业经营带来了许多不确定因素。全球金融危机所引发的经济变化,如多米诺骨牌在全球的实体经济和虚拟经济中发酵、蔓延,使海外市场也发生重大变化。政府政策的不断调整,股票市场的风起云涌,原油、能源等原材料价格的暴涨暴跌,都让企业必须面对更加错综复杂的环境。这些不确定因素确实给企业经营管理在劳资关系、管理伦理、跨文化管理等许多方面带来了挑战。与此同时,全球性的经济危机也必然孕育出全球性的机会,网络技术、生物技术、低碳技术等必将对传统产业的改造带来巨大商机。应对后金融危机的挑战与机遇,给世界各国企业管理实践和理论研究提出了许多新的研究命题。

进入21世纪,随着经济全球化进程的加快和我国对外开放的逐步深入,我国利用外资和跨国经营的模式也正发生深刻的变化。技术创新、产业升级和环境保护等经济发展战略要求我们从过去的广泛吸引外资到现在的有选择吸引外资,从过去外资主要集中于东部地区向中西部推进。另一方面,作为世界最大新兴经济体的中国,目前经济规模总量已处全球第二。在出口导向的经济发展战略下,中国企业积累了足够的资源和国际经营经验。目前,越来越多的中国领先企业已经开始走出国门,参与国际市场竞争。当然,这其中有很多成功的案例,也有很多失败的经验。在此背景下,探索转型经济时期与后金融危机时代,中国企业如何通过管理创新提高管理现代化水平、增强国际竞争力,已成为中国管理实践和管理研究共同面临的重大课题。

为了应对企业国际化经营的挑战,深入探讨转型经济条件下和后金融危机时期企业管理面临的新问题,迎接企业经营的新机会,南京大学商学院在继1992年、1996年、1999年、2002年、2005年和2008年连续成功地举办了六届“企业跨国经营国际研讨会”后,于2011年6月5—6日召开“第七届企业跨国经营国际研讨会——转型经济中与后金融危机时代企业管理”研讨会。本次研讨会基于转型经济时期和后金融危机的时代背景,结合当前中国经济建设和企业发展的需要,集中探讨企业跨国经营管理过程中面临的一些重大课题。主要包括:企业对外直接投资与跨国企业经营、跨文化管理、后金融危机时代的经营策略、转型经济中的人力资源管理、工作一生活质量提高、组织发展和变化、劳资关系管理、市场管理、冲突管理、创业与企业家精神、风险管理、物流与电子商务、管理伦理、公司理财与会计、银行、金融与保险、技术与创新管理、中日两国经济发展与企业管理(由中国南京大学商学院、中国人民大学经济学院和日本九州大学经济学部共同举办的第六届联合国际研讨会),以及由南京大学商学院与西通·希尔大学共同举办的中美女企业家创业专题国际研讨会。

本次研讨会为与会学者、企业家、跨国公司的高层管理者提供了一个交流的平台,使大家有机会在一起共同探讨在经济转型阶段,特别是在金融危机后的企业如何新的、复杂的、不确定性的国内外环境中成功地管理企业,实现企业经营管理的转型。本次研讨会也是中国管理学界与世界各国同行相互交流新思想、新理论、新方法和新成果的一次盛会,共收到了国内外征文100余篇,经过大会组织专家匿名评审,有67篇论文被录用并汇集成册正式出版,还有几篇用于大会交流。这些论文,不乏真知灼见,提出了许多新的管理思想,这不仅促进了我国企业管理理论的发展,也将会推动我国企业经营管理模式转变。

这次大会的成功举办,得到了许多单位的大力支持。借此机会,我想感谢中国国家自然科学基金委员会管理科学学部对我们此次会议的鼎力相助;感谢美国克莱蒙特研究生大学彼得·德鲁克管理学院、康奈

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