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作者近照

The recent picture of the author

作者简介

吴世贤，长期从事经济研究和
管理实践，现供职于长城特殊钢公
司

自1985年以来，已在国内报刊
发表了《关于完善大中型企业经营
机制的理论思考与对策研究》、《企
业家的心理健康与新局面的开拓》、
《承包制与配套改革的内在联系》、
《论国有企业产权的商品化问题》
等二十多篇论文。本书是作者的第
一部学术专著。

A Brief Introduction to the Author

Wu Shixian, the author, who has long
been engaging in the study of econom-
ics and managerial work, is now work-
ing in The Great Wall Special Steel
Company.

Since 1985, he has published 20 more
papers, on newspapers and magazines at
home, such as, "The Theoretical Study
and Suggestions on Improving the Man-
agement Mechanism of the big and me-
dium-sized Enterprises", "The Mental
Health of Enterprises and the Building
Up of the New Situation", "The Interrela-
tion Between Contract Management Res-
ponsibility Systems and the Complete Set
of Reforms", "On the Problem to com-
mercialize the Proprietorship of the Sta-
te-owned Enterprises" and so on. This
book is the first of his academical
works.

《竞争·变革·战略》简介

吴世贤

当商品经济的巨大浪潮如此猛烈地冲击着长期以来习惯于在计划经济条件下管理企业的中国高层领导者的心态的时候，一门起源于美国，风行于西欧和日本，旨在启发一个企业如何在激烈的竞争环境中去实现自己的目标和使命的新兴管理学分支——“战略管理”在1988年成为了中国经济理论界和企业界关注的热点。

迄今为止，中国介绍战略管理的著作多半原版翻自美国，中国国内实行战略管理的企业可以说是寥若晨星。本书结合中国的实际，通过国内走在战略管理前列的企业案例，阐述在中国的企业中实行战略管理的目的、意义以及适合中国企业制定和实施战略管理的方法，对外国有关研究院所了解中国企业的现状和对外国企业在中国这个特殊的文化背景和社会经济环境中如何选择理想的投资伙伴；如何在激烈的竞争条件下去截取最大的生存空间和高额利润具有较大的帮助。

本书属于企业管理类书籍。书中附在中国国内走在推行战略管理前列的企业的实例，对外国企业在中国投资及了解中国的文化和经济环境均有一定学术价值。

1988年8月18日

A Brief Introduction to “Competition, Reform and Strategy”

The huge tide of commodity economy has been violently lashing the state of mentality of the Chinese high-ranking leaders, Who were used to managing the enterprises under the system of planned economy, At a time like this, “strategic management” ---- a new branch of management science became the focus of attention in the theorists world of economics and business circles in China in 1988.

Strategic management originated from the U. S. A and is popular in West Europe and Japan. It aims at directing an enterprise how to accomplish its goals and mission in highly competitive conditions.

So far, in china, the books introducing strategic management are all translated from the American originals. In China, the enterprises practising strategic managing are as sparse as the morning stars. For this, our book is given to the world. It has expounded, combined with the practice in China, the aims, significances and the ways suitable for Chinese enterprises to practise strategic managing.

It belongs to the category enterprise management works. It contains the episodes of the chinese advanced enterprises in practising strategic managing. Thus, it is much helpful for the foreign enterprises to invest in China. These enterprises may little know how to choose a optimal partners in such a particular cultural background and social and economical conditions as China, how to capture the largest space for existence and higher profits under acute competition. It is also of academic value for the concerned foreign institutes to keep abreast of status quo of the enterprises in China.

1988.8

前 言

战略管理是本世纪70年代末期兴起的管理学分支。它作为企业在商品经济激烈竞争的环境中迎接挑战，把握未来的重要方法，起源于美国，风行于欧美和日本等发达的资本主义国家。我国经济理论界和企业界从80年代中期也开始关注这门年青的、充满活力的管理科学。

目前，我国介绍战略管理的理论著作多半是翻译美国的，国内实践战略管理理论的企业更是寥若晨星。本书根据国内走在推行战略管理前列的企业的经验，试图结合中国的实际，推出几种当今中国企业在竞争和变革的历史条件下对付环境挑战的新战略，并侧重阐述我国企业实行战略管理的目的和意义，以及适合我国企业制定发展战略和实施发展战略的方法，同时还简要介绍了战略决策及有关企业战略的几个法律问题，希望能对企业推行战略管理起到一定的催化作用。

由于作者水平有限，书中的谬误一定不少，期望前辈及读者不吝赐教。

吴世贤

1988年6月26日

preface

Competition and reforms are the two main characteristics in today's world. strategic management—a special knowledge—aims at enlightening an enterprise how to accomplish its goals and missions in highly competitive conditions.

Strategic management is a new branch of management science, arisen during the late in 1970s. As an important means for enterprises to face challenges and have a hold on future under acute competition of commodity economy, it originated,

from the U.S.A. and is popular in such developed capitalist countries as Japan and some other countries in Europe and America. In our country, the theorists' world of economics and business circles began to turn their attention to this young and vigorous science of management in the middle of 1980s.

At present, the theoretical works introducing strategic management in our country almost all are translated from the American originals. Our enterprises practising strategic management are as sparse

as the morning stars. Based on the experiences of our advanced enterprises in practising management, our book tries to give out several new strategies for our enterprises to deal with the challenge of environment under the historical conditions of competitions and reforms, combined with the practice in China. And it lays its emphases on enunciating the ways for our enterprises to decide and practise these developing strategies. In the meanwhile, it also outlines a few legal problems related with the strategies of enterprises. we expect that our book may serve as some catalytic promoter for enterprises to practise strategic management.

The errors in the book, certainly, are too many in number, owing to the limitation of our ability. Therefore, we sincerely hope that every elder may generously point out and gladly favour us with your instructions.

Wu Shiqian

June 26 1988

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