

人性与管理

—— 中外管理文化比较研究

赵德志 著



辽宁人民出版社

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我的导师和博士研究生同学

ABSTRACT

With the booming of economic system reform and the establishment of modern enterprise systems, how to strengthen scientific management has been taken into account. Scientific management is by no means simply to establish rules and regulations but to create activity directed by correct management ideas in which factors of environment and man should be fully considered, the historical and cultural tradition together with the current national conditions should be taken into account and functions such as plan, organization, personnel, leadership, control, etc. should be utilized. It cannot do unless the traditional management resources are critically inherited and the essence of modern western management is borrowed and absorbed. Therefore, in this article, I intend to establish a theory concerning both cultural tradition and human beings and then to establish an analysis frame of management

system, by using the relevant knowledge of economics, management and culture, so as to review the process of the domestic and foreign management ideas and to seek the only way to the establishment of the modern management system with Chinese characteristics.

This article puts: management is the product of a culture. On the one hand, men's ideas on management and organization develop with the changes of cultural and moral criteria and the changes of social systems throughout the history. The system of knowledge concerning "how to manage" is evolving with the change of economy, politics and society of the culture. The development of management ideas is not only the process of a culture, but the product of cultural environment as well. On the other hand, in the factual management, the managing personnel are also influenced by the cultural environment they are in and their ways of allocation and utilization of resources also change with the gradual development of the culture.

The so-called culture, in a broad sense, means all the activities and their consequences which come into being when men

surmount their instincts, influence the nature and the society and learn how to know and question themselves. Culture is composed of three aspects: economic technology, social politics and ideology, influencing management altogether, and causing the management system to lean to the form of either autocracy or guardian or democracy in general, in specific plans showing orders or orderless; in leadership autocratic or participating, in the control external or internal; and in the aspect of stimulation material or spiritual. Among the three aspects, ideology, especially acknowledgments on human nature and man's belief have a more direct influence on the form of management and its practice. In other words, every specialist of management and actual manager has their frames of theory on human beings and ideology under a certain cultural tradition as their starting points.

The reason that ideology of culture, especially the acknowledgment on human beings and the man's beliefs so deeply influences management is that management, in the essence, is managed by people and manages people. The principal input in the management is human resources, whose out-

put in turn is to serve them. First of all, it is men who manage but not various "powers" nor "facts", that is to say, the subject of management is neither lifeless machines, nor superman or supernatural Gods, but human beings resulting from the requirement of the division of labor in the society; Secondly, the managed objects — human beings, are the most abundant, versatile and potent part of all the managed resources. What is more, human beings also restrict the exploration and utilization of other resources. Finally, the emergence of management is to satisfy man's wishes, to meet man's increasing material and spiritual needs in order to promote the economic development and social progress.

In one word, the theory on human beings is a significant variable in the mode of management and a powerful functioning point for man to influence management. A form of management is a function of human-nature theory under certain cultural tradition.

Throughout the whole history the emergence and changes of all kinds of management theories and management modes whether in China or in Western countries are

all based on the theory of human beings in a certain social cultural tradition. In the history of modern western management, the successively existed scientific management modes, human-relation modes, new forms of humanism and power-changing modes all start separately from the theories on man such as "rational economic man", "social man", "self-evaluated man", "complex man", etc. In the history of China, the alternatively-functioning policies of benevolence, letting things take their own course, and power-centralized forms are also based on the Confucianist philosophy of "the theory on human nature's plasticity", "the theory on natural human nature" and "the theory of profit-seeking human nature".

Further more, comparing horizontally the western management characterized by the highly-united orders, the severe working regulations, the high material stimulates, distinct power ranks and the division of labor, it obviously differs from the Chinese and even the Eastern-Asian management in which it is emphasized the guiding sense of value, attention to the power of fine models of the managing personnel, and the search of general harmony of relationships, only be-

cause the different understanding of human-nature from the two cultural traditions.

The article, therefore, draws the conclusion as follows: firstly, management possesses national characteristics, although the regular pattern in social politics and economy makes management possess regulations in common. Different national and cultural background and different acknowledgment on human nature will lead to the formation of varied management modes; Secondly, management mode develops with the change of theory on human beings and culture. Management is multi-centered, concrete and historic; Thirdly, the mutual introduction and reference of different management modes from different nations are first of all to reduce contradictions among different value systems and different beliefs on human nature in different culture. Effective management is mostly decided by authentic acknowledgment on culture and history and by correct beliefs on human nature.

On the above analysis and conclusion, the article insists that the following principles must be observed so as to establish a modern form of management with Chinese characteristics; resting on the current na-

tional conditions of China, starting from the point of acknowledging human nature scientifically, absorbing the essence of the advanced foreign management experiences and ideas and meanwhile creatively transforming the legacy of traditional management. This form of management should include: management philosophy guided by Marxism; trade destination with the aim of promoting the development of the entire society; the organized cultural life with the aim of meeting the staff's spiritual needs; organization system regulated by the principle of promoting those who have both ability and political integrity; the leadership characterized by democracy with a down-to-earth working style and maintaining close links with the masses; the method of control characterized by both hard and soft tactics, and coupling external factors with the internal ones.

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引 论

经过近半个世纪的艰苦探索,我们终于确认了市场经济,并把建立社会主义市场经济体制郑重地写进党的文献,作为我国经济体制改革的最终目标。

在建立社会主义市场经济方面,我们有诸多工作要做。比如,如何明晰地界定产权,以有助于形成真正的市场主体;如何完善各类市场体系,以利于价格机制充分发挥作用;如何建立起现代企业制度,以转换企业的经营机制;如何实行科学的管理,以提高企业的经济效益,如此等等。

可以说,截止目前,我们在建立全国统一市场体系方面,已取得了重大进展,在建立现代企业制度方面,也有诸多成功的探索。但是,在建立科学的管理模式方面,我们却少有骄人的成就。现在,国有企业效益低下,大量企业亏损,有的甚至破产或接近破产的边缘。而这在很大程度上都是因为管理不善。

在各项改革中,管理相对滞后,原因是多方面的。但首先还是我们在认识上存在着一些误区。

首先,人们还没有把实行科学的管理视为经济改革的一项重要内容,误认为经济改革主要是企业经营体制的改革,存在着以企业改革代替科学管理的偏向。其次,即使对实行科学管理有一些初步探索,也没有把改进管理提到制度创新的

高度，误认为加强管理就是制定一些规章制度，对如何批判继承传统管理的精华，有效地吸收借鉴国外管理经验，建立符合中国国情的现代管理模式缺乏深入的思考和探索。

无可置疑，经济改革的核心是建立现代企业制度，转换企业经营机制。然而依据国情，我们要建立的现代企业制度，其基本特征应该是：产权明晰，权责明确，政企分开，管理科学。也就是说，实行科学管理，乃是现代企业制度本身固有的重要特征和内容，其与另外三项内容，具有不可分割的内在关联。

首先，现代企业财产制度要求对企业资源进行最佳组合。现代企业制度中财产制度的特点是：投资主体多元化，出资人以出资额为限负有限责任，其所有权与法人财产权相分离，与企业权责明确。而这这就要求在财产的管理和经营模式方面要有创新，建立起国有资产监督和资产经营两套体系；要求经营者通过科学的管理，努力实现对企业资源的最佳组合，确保资产的保值和增值。

其次，现代企业组织制度要求在选人用人方面实行新的机制。现代企业制度中人事制度的特点是：由出资人组成权力机构股东会，以信任委托关系选举产生决策机构董事会，以委托代理关系聘任经理人员。这一管理人员任用制度，渊源于出资人的权益实施，它必然要求在人事管理方面形成完善的激励机制和约束机制。形成经营者岗位竞争的情势，以促使经营者更新管理观念，改进管理方法，对出资者的利益负责。

复次，现代企业决策制度要求建立健全科学的决策体系。现代企业制度中决策制度的特点是：企业为具有利益独立、决策自主、责任自负的经济实体和市场主体，不再事事依赖于

政府部门，而直接面对变幻难测的市场。这其中，既有参与市场竞争的动力，又面临着被市场淘汰的压力。这就必然要求企业建立健全科学的决策体系，其中包括完善的决策体制、合理的决策程序以及先进的决策手段，以保证各项决策及时、准确，最大限度减少决策失误。

总之，进行经济改革，建立现代企业制度，最终是为了使企业形成一种新的动力机制、约束机制和有效运营机制，以提高企业的效益，促进经济发展和社会进步。但改革本身，如明晰产权、明确权责、政企分开等，还只能说为形成这些新的机制奠定一种体制或制度方面的框架，只有通过建立和完善各种相应的管理制度，形成一套运转灵活的管理模式，才能使企业成为一个有生命有活力的机体，这些新的机制才能得以最终形成并发挥作用。没有科学的管理，现代企业制度在内容上是不全面的，提高经济效益的目标，也是难以实现的。当前，一些已经实行股份制改造的企业，效益依然低下，就是明证。

实行科学管理，绝不是简单地建立几项管理规章制度，而是在正确的管理理念指导下，充分考虑到社会环境和人的因素，考虑到中国国情和时代特点，创造性地运用计划、组织、人事、领导、控制等职能，实现最大效益产出的一种管理创新活动。因此，实行科学管理，不能离开对传统管理资源的批判继承，不能离开对现代西方管理精华的吸收借鉴。

我国是一个文化历史悠久的国家。虽然中国近代化、工业化经历坎坷曲折，现代管理特别是现代企业管理远远落后于西方工业国家，但中华民族开化立国很早，国家行政机关对社会公共事务的管理控制，即行政管理，已有四千余年的历史。列朝列代，都有关于国家行政职能、行政组织、行政