



河北农业大学农林经济管理博士论著


# 中国农业生产经营组织

ZHONGGUO NONGYE SHENGCHAN JINGYING ZUZHI

## 企业化的制度分析

Qiyehua de Zhidu Fenxi

刘洁◎著

 中国农业出版社

河北农业大学农林经济管理博士论著

# 中国农业生产经营组织 企业化的制度分析

刘 浩 著

中 国 农 业 出 版 社

## 图书在版编目 (CIP) 数据

中国农业生产经营组织企业化的制度分析/刘洁著.  
北京: 中国农业出版社, 2009. 4  
ISBN 978-7-109-13445-4

I. 中… II. 刘… III. 农业合作组织-企业管理-研究-  
中国 IV. F321.42

中国版本图书馆 CIP 数据核字 (2009) 第 029225 号

中国农业出版社出版

(北京市朝阳区农展馆北路 2 号)

(邮政编码 100125)

责任编辑 刘明昌

---

北京印刷一厂印刷      新华书店北京发行所发行  
2009 年 4 月第 1 版      2009 年 4 月北京第 1 次印刷

---

开本: 850mm×1168mm 1/32      印张: 7.75

字数: 210 千字      印数: 1~2 000 册

定价: 22.00 元

(凡本版图书出现印刷、装订错误, 请向出版社发行部调换)

本书为河北省社会规划办“三  
农”社科精品研究基地《农业企业化  
经营与组织变革研究》项目的研究  
成果

# 总 序

河北农业大学农林经济管理学科萌芽于 1956 年，当时在农学系设立农业经济教研组。1979 年成立农业经济系筹建组，1980 年正式成立“农业经济系”并招收本科生；“林业经济管理”系于 1986 年成立并开始招收本科生。1986 年，农业经济管理专业建设成为河北省首批经济管理类硕士授权点，1995 年建设成为河北省省级重点学科，2000 年取得了农业经济管理专业的博士学位授予权，同年建成土地资源管理硕士学位授权点；2003 年建成林业经济管理和会计学两个专业硕士学位授权点；2005 年建成农林经济管理专业一级学科博士和硕士学位授权点。

伴随着我国研究生教育和农林经济管理事业的发展，河北农业大学农林经济管理学科经过几十年的不懈努力，已经形成了从专科生、本科生到硕士研究生、博士研究生研究生的较完整的培养体系。现已经形成的稳定的研究方向为：农业经济理论与政策、农业经营与企业管理、农村财政与金融、农村经济信息管理、农村经济统计与数量经济、会计与资产评估、土地经济与管理、林业工程与管理、林业资源与可持续发展等。一大批毕业生在河北乃至全国农业、农村管理工作领域成为管理干部或骨干，另有一批毕业生成长为专家、教授、学者

等。目前，每年有 7~8 篇博士学位论文问世。我们以博士生导师为主成立编委会，从中推选出部分博士论文以“河北农业大学农林经济管理博士论著”形式编辑出版，以期为我国农林经济管理研究生教育和学科发展做出一定贡献，同时介绍本学科的最新研究成果，为农林经济管理理论研究和“三农”建设科学决策服务，并以该套论著出版增强各高校、科研单位及相关管理部门之间的交流与合作。

农林经济管理事业及学科在快速发展，其中许多理论问题需要进一步深入研究，请专家学者对该系列论著的出版给予关注、关心和匡正。

河北农业大学商学院院长：**许月明**

2007 年 11 月

## 摘 要

进入 21 世纪,我国农业生产经营面临的国际国内环境发生了新的变化,这对我国小农生产经营制度提出了严峻挑战。基于此,本书认为,农业生产经营组织企业化是农业微观经营主体组织结构和经营方式不断调整的过程,是对我国基本农业经营制度的创新。围绕这一命题,本书从以下五个部分展开论述。

第一部分即绪论,主要介绍了选题的现实背景及意义、国内外相关文献、研究思路、研究框架、研究方法及可能的创新与不足。

第二部分在对农业生产经营组织企业化的基本内涵、行为基础、我国农业生产经营制度变迁的历史轨迹进行深入分析的基础上,结合美国、法国、日本的农业企业化的国际经验及趋势,以及现行农业双层经营制度的缺陷,指出了农业生产经营组织创新的基本线索,提出农业企业化是我国农业生产经营制度创新的基本方向。

第三部分对农业生产经营组织企业化的制度变迁机制进行分析,认为农业生产经营组织企业化包括内在机制和外在机制。内在机制主要通过对农产品的生产特性和交易特性变化的分析,认为网络型组织是农业生产经营组织的基本形式。从生产特性看,随着科学技术在农业中的应用,农业生产受到自然因素的制约越来越小,农业生产标准化技术使得劳动的计量和监督成本也逐步降低,加上农村熟人社会特质,使农业组织较大规模劳动的代理问题得到削弱,这就为突破小农家庭组织的边界提供了可能。但由于农业本身是一个以一种生命体适应另一种生命体的过程,以

及我国人多地少的国情，在一段时间内，农业生产组织仍然以农户家庭为基础，但农户行为具有了典型的企业化特征，如专业化生产、土地适度规模化、利润导向、雇工经营等。从交易的三个维度看，伴随农业生产专业化和优质、安全农产品的生产，资产专用性程度越来越高；随着农产品生产突破季节性的限制，农产品交易频率也逐步增加；农业的市场风险不断增加导致其不确定性增加。这三方面的综合作用也提出了以企业替代市场来组织农产品交易的命题。总之，农产品的生产特性和交易特性决定了农业生产经营组织应该是一种以企业为网络核心、以农户为网络成员，二者之间组成一种契约或产权关系，实施企业化经营的网络型组织。外在机制通过对农业生产经营组织企业化的制度供给和制度需求以及工具理性主义和演化理性主义制度观的分析，提出我国农业企业化需要实施政府主导的强制性制度变迁，在强制性制度变迁的推进中要充分考虑到制度的潜在需求，将诱致性制度变迁与强制性制度变迁有机地结合起来，充分发挥政府在政策供给方面的导引作用，强调国家在宪法和政治领域上提供制度供给来推进农业企业化，并为制度变迁起到支持和保障作用。作为制度创新的初级主体应该是社区集体经济组织。

第四部分对农业生产经营组织企业化制度实现机制进行分析，认为农业企业化的实现需要沿着农户企业化和集体经济组织企业化两条线索，并以农户企业化为中心，集体经济组织企业化与农户企业化协同演进。

农户企业化包括农户生产经营行为企业化和农户组织企业化。现阶段农户的农业生产经营具有如下特点：土地经营规模较小，土地细碎化程度高，农产品的商品化程度有了很大提高，农业生产专业化程度提高，对社会化服务的依赖增强，雇工经营有了一定的市场。总的来看，农户生产经营企业化程度有了一定程度的提高，已经进入农业企业化的成长期。农户生产经营行为企业化影响因素错综复杂，按照各因素影响程度重要性不同依次是



农户的技能、政府对规模经营的支持程度、农户家庭收入结构、土地调整频率等。

农户企业化的组织模式按照农户是否具有独立性可分为农户作为农业生产经营主体的家庭农场模式和农户作为农业生产车间的一体化模式，这两种模式的适用范围不同，演进路径也不一样。家庭农场在专业化基础上逐步走向合作化，建立各种类型的专业合作组织，农业专业合作经济组织进一步演变为农业企业，这种路径可概括为“农户+公司”模式。它可能对于二、三产业相对比较发达，大多数农户已经退出农业生产，不再以农业收入为主的地区是可行的。一体化模式通过“大农”对“小农”的带动，将农业生产职能与经营职能分开，经营职能留给“大农”，而小农自己已被企业化进“大农”的管理系统，按照“大农”的统一部署从事农业生产，农户与农业企业之间通过一定的利益联结机制结成共同体，可概括为“公司+农户”模式。对于经济欠发达地区，大多数农户还以农业为主，推行这种“大农”与“小农”并存的二元经营格局可能是现实的选择。

我国农村社区集体经济组织在各地发展极不平衡，既有传统社区集体经济组织，又有新型社区集体经济组织。传统社区集体经济组织存在着明显的制度缺陷，如多重目标性、非法人主体性、产权模糊性等，越来越成为农户企业化的障碍，必须对其进行企业化改造。改造目标和方向是按照现代企业的要求建立产权相对清晰、治理结构合理的股份合作社。新型社区股份合作制虽然在产权结构上较传统社区经济组织更加合理，但仍然存在着一系列产权问题，主要表现为：集体股的设置容易导致产权模糊；个人股权仍不完整；产权设置的福利和公平取向等。这些问题的存在影响着新型社区集体经济功能的发挥，需要对其进一步完善，如减持或取消集体股、开放股权、增加个人股的流动性、促进社区型向企业型合作社转变等。

第五部分对农业生产经营组织企业化的制度环境进行深入分

析，构建了以农业生产经营组织企业化为核心，包括了农业企业家生成、剩余劳动力转移、农地规模经营和农业投融资制度的政策体系。农业企业家的培育是农业企业化的发动因素，农地规模经营和农村剩余劳动力转移的速度将成为农业企业化的主要限制因素，同时农业企业化也对农业的投融资机制提出了新的要求。然而，我国农业企业家供给严重不足；现有的农地制度不利于农业企业化经营；不完全的农业剩余劳动力转移方式也限制了农业企业化进程；农业投融资制度也不利于农业企业化。需要从一个战略高度，结合世界农业企业化经营的国际经验及发展趋势，科学地认识我国农业生产经营制度演进的基本规律，以新农村建设中的“生产发展”为工作主线，将农业企业化作为农业政策的核心目标，构建有利于农业企业化的制度框架，将农业企业家生成、农地规模经营、剩余劳动力转移、农业投融资制度以及农村社会保障体系的构建通盘考虑，为农业企业化的顺利推进铺平道路。

**关键词：**农业生产经营组织；企业化经营组织；农业企业化；制度变迁；制度实现；制度环境

## Abstract

Entered for the 21st century, the international domestic environment which our country agricultural production management faced has had the new changes, it challenge severely the small farm production management mode in china. Based on it, this paper proposed that the agriculture production operation organization to be businesssed is not only a process which the agricultural microscopic organizational structure and the management mode continue to readjust, but a system innovation to our basic agriculture management system. Taking the view as a center, the paper includes five sections as follows:

The first section is introduction, which mainly introduce the basic background, the present research outcomes in the scope, research goal, research framework, research method and possible innovations.

Based on analyzing the basic meaning, behavior basement, history evolution of the production organization to be businesssed, combining the international experiences and the development trends, the second section pointed out the main clue of the agriculture production organization innovation, proposed that agriculture organization to be businesssed is a basic goal of the agriculture production organization innovation.

The third section exposted the institutional transition mechanism of the agriculture production organization to be busi-

nessed, which it includes the intrinsic mechanism and the exterior mechanism.

The intrinsic mechanism analysis mainly based on changes of the production characteristics and transaction characteristics of the agricultural product, proposed that network organization is the basic model of the agriculture production organization. In view to the production characteristic, along with the science and technology applied in the agriculture, the natural factor that the agricultural production faces is getting smaller and smaller, being the agricultural production standardization technology application in agriculture, the measurement cost and the supervision cost is also gradually reduced. in addition, the rural community as an acquaintance society enable the proxy question that organizing the big scale work in agriculture to weaken. It is possible to break through the small farmer family boundary. But because the agricultural itself is a process which one kind of life body adapts to another life body, as well as our country national condition which have large population and little land, for a period of time, the agricultural production organization still take the peasant household family as a foundation, but the peasant household behavior had the business characteristic, such as specialization production, land moderate scale, profit guidance, employee management. In view to three dimensions of the transaction, accompanying the agricultural production specialization and the high quality security agricultural product production, the degree of the asset specialization is higher and higher. Along with the agriculture production breaking through the seasonal limit, the transaction frequency of the agricultural product also gradually increases. The agricultural market risk increasing unceasingly

causes its uncertainty increase. These three aspects also proposed a new proposition that it is necessary to substitute the market by the enterprise to organize the agricultural product transaction. Generally speaking, the production characteristic and the transaction characteristic in agriculture had decided the agricultural production operation organization should be one kind of network organization that take the enterprise as the network core, the peasant household as the network member, based on one kind of contract or the property right relations, implementing business management.

Building on the analysis of institutional demands and institutional supplies, the institutional view of tool approach and evolution approach, it is necessary to implement the compulsory system transition which the government leads in agriculture to be businesssed, fully considering the latent demand of the system transition. It is necessary to unify the compulsory system with the induced system transition organically, fully display the government in the policy supplies guiding role and emphasize the country providing the system supplies in the constitution and the political domain to advance the agriculture businesssed to support the system transition. It is the community collective economy organization that considered as the primary main body in the system innovation.

The fourth section mainly analyzed the actualization mechanism of the agriculture production organization to be businesssed. The actualization of the agriculture businesssed along two clues: the farm household to be businesssed and the collective economy organization to be businesssed, and take the peasant household businesssed as a center, the collective economy organization busi-

nessed evolving coordinately.

The farm household businesssed includes the farm household management behavior businesssed and the farm household organization businesssed. After the investigation, the farm household's agricultural production management in present has the following characteristics: the small land scale, the high degree of land fragmentation, the higher agricultural product commercialized degree, the improved agricultural production specialization degree, the higher dependent on the socialized service and more employee management. The factors that influence the farm household management behavior businesssed are intriguingly complex. According to the influence degree, it is in turn from high to light that the farmer's skill, the support level of the government to the large-scale management, the income structure of the farm household, the land change frequency and so on. Generally, the organization pattern of the farm household businesssed according to farm household's independence can be divided into two patterns: the family farm pattern which the farm household as the agricultural production management main body and the integrated pattern which the farm household as the agricultural production workshop. These two patterns not only have different applicable scope, but different evolution way. The family farm will toward the cooperatives gradually in the specialized foundation, establish the agriculture specialized cooperative organization, even to the agricultural enterprise. This kind of way may be summarized as "the farmer + the Company" pattern. It is possibly feasible to the areas that the non-agriculture industries quite developed, the majority farmers already withdraw from the agricultural production, no longer take the agricultural income as

primary income. The integrated pattern is the mode that through the impetus of “the big agriculture” to “the small farmer”, the small farmer will separate the produce function from the management function, leaving the manage function to “the big agriculture”, and already is businesssed into management system of “the big agriculture” . Between the farm household and the agricultural enterprise, the community has been built through some benefit joint mechanism. It is can be summarized as “the company + the peasant household” pattern. In the underdeveloped areas which the majority farm households is still engage in the agriculture mainly, it is a realistic choice to carry out the dual management pattern which “the big agriculture” and “the small farmer” coexist.

Our country rural Community Collective economy Organization develops extremely imbalanced in everywhere, not only the traditional community collective economy organization, but also the new community collective economy organization. The obvious system barriers which the traditional community collective economy organization have, such as multiple goals, illegal person independent, property right fuzziness, are more and more blocking the farm household businesssed. It is necessary to carry on the businesssed transformation which taking the stock cooperative as the direction, according to the requests of the modern enterprise which has clear property right, the reasonable government structure. Although the new community stock cooperative system is more reasonable comparing the traditional community economic organization in the property right structure, it still has a series of property right problems. such as the establishment of the collective stock is easy to cause the property right fuzzy; In-

dividual stockholder's right is still incomplete; property right establishment according to welfare and fair orientation.

The fifth section studied the institutional environment of the agriculture production organization to be businesssed, built an policy system which taking the agriculture organization businesssed as a center, include the cultivation of agriculture entrepreneur, surplus labor transition, agriculture land scale operation and investment & finance system. The agricultural entrepreneur's cultivation will be the launch factor of agriculture businesssed, the farmland large-scale management and the shift speed of the surplus labor are the main limiting factors of the agriculture businesssed, simultaneously the agriculture businesssed also put forward new requires to the financing and investment mechanism. However, our country agriculture entrepreneur supplies seriously insufficient; the existing farmland system does not favor the agriculture businesssed management, the incomplete agricultural surplus-labor shift way has also limited the advancement of the agriculture businesssed; The agriculture financing and investment system doesn't favor the agriculture businesssed.

It is necessary from a strategic altitude, in view of the international experience in agriculture businesssed management and the development trend, to understand scientifically the basic principle of our country agricultural production management system evolution, take "production development" as the center of all work in the new rural reconstruction, take the agriculture businesssed the core goal of the agricultural policy, construct new system frame advantageous to the agriculture businesssed, consider comprehensively the agricultural entrepreneur, the farmland large-scale management, the surplus-labor shift, the agri-



culture financing and investment system as well as the social security system construction in rural, for agriculture business smoothing barriers.

**Key words:** the agricultural production operation organization; the organization to be business; the agriculture to be business; institutional transition; institutional actualization; institutional environment