

21世纪全球企业的 竞争、战略与管理

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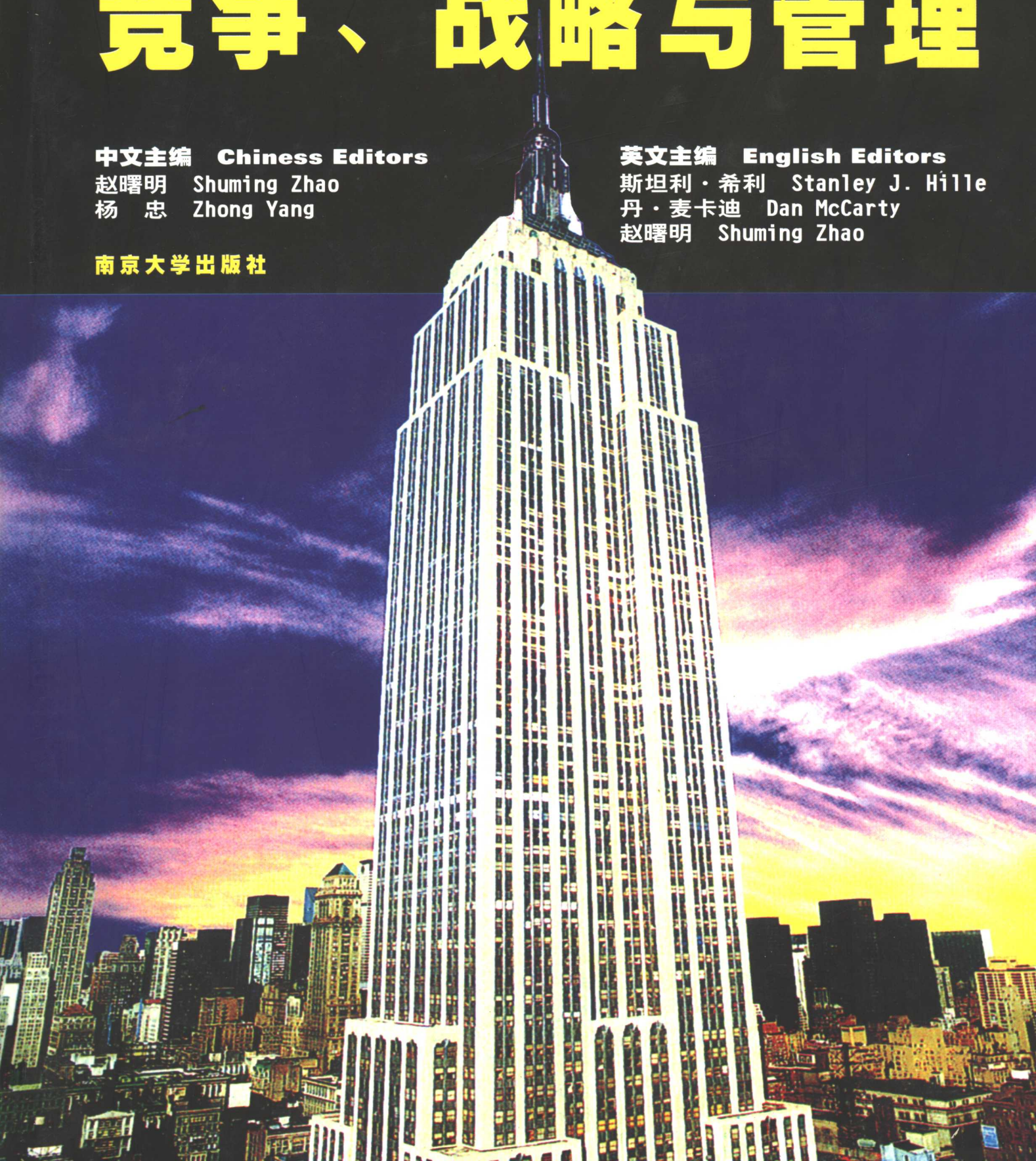
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前 言

世纪之交,是人们回首过去、展望未来的时刻。人们试图通过对过去的反思,找到未来的发展轨迹。未来究竟会是怎样,我们还没有明确的答案。但我们在社会的某些领域,基本变化已经发生,并且已经深深地影响到我们每个人的日常生活。今天,以经济市场化、经济信息化和经济一体化为特征的经济全球化彻底改变了整个世界的面貌。跨国公司作为经济全球化的主要推进力量,对未来世界经济的发展起着举足轻重的作用。联合国贸发会议提供的报告显示:全球6万多家跨国公司的50多万个海外分支机构在所在国的销售额超过了110,000亿美元。1998年全球外国直接投资存量增加了20%,达到40,000多亿美元。目前跨国公司控制了世界工业生产总值的40%—50%,国际贸易的50%—60%,对外直接投资的90%并且拥有全球90%的技术转让份额。为此,有人把21世纪称为“跨国公司的时代”。21世纪跨国公司面临着新的竞争环境,技术和创新速度如此之快,导致许多产品和服务的生命周期变得越来越短。在竞争如此激烈的环境中,传统的资源越来越难以形成企业持久的竞争优势。知识作为企业竞争优势的来源越来越受到企业的重视。跨国企业如何能够有效地实现全球范围内的知识管理,关系到他们能否在全球市场上获得竞争优势。而全球经济的市场化使得国家与国家之间的界限越来越模糊,全球企业在对来自不同单位的知识进行整合的同时,必须要建立有效的机制来保证不同文化之间的交流与沟通。总之,21世纪是一个巨变的年代,跨国公司如何面对这些挑战始终将是学术界与企业界共同讨论的热点问题。

在中国,对企业的跨国经营活动展开深入研究是与中国经济的发展同步的。中国企业的跨国投资是从1979年开始的。1979年国务院颁布的15项经济改革措施中明确规定国内企业可以进行跨国投资。但是,在由计划经济向市场经济转变的初期,由于狭隘的经营观念和国内市场的供不应求,很少有企业真正开展国际经营活动。随着市场竞争的加剧与国外跨国公司的进入,中国企业逐步开展了一些初级的国际经营活动。中国加入WTO步伐的加快,使各行各业普遍感到了跨国公司强有力竞争的威胁。为此在全国范围内,各行各业普遍展开了“加入WTO后,我们该怎么办”的讨论。在许多企业对如何与跨国公司竞争进行思考探索的时候,很多优秀的中国企业已经展开了一系列的跨国经营活动,尝试着走出国门,参与国际市场的竞争。据统计,到1998年底,我国除金融机构以外的境外企业已达5356家(含贸易性企业),协议中方投资额63.3亿美元,遍布全球160多个国家。虽然就整体而言,中国企业在境外的投资存在着规模小、技术水平不高、竞争能力不强等弱点,但中国一些优秀的企业如海尔、春兰、华为等正向着一个规范的跨国公司迈进。1999年《财富》全球论坛在中国上海召开,中国企业家的积极参与标志着不仅海外跨国公司更加重视中国市场,而且中国的本土企业已经开始走向世界,与一流的跨国公司展开直接的对话。中国即将加入WTO,这意味着中国经济将更深的融入到世界经济的大循环之中。中国需要跨国公司,时代呼唤中国的跨国公司。

正是为了推动我国企业的跨国经营实践和跨国经营方面的理论研究,我们从1992起就在南京大学举办了首届企业跨国经营国际学术研讨会。1996年我们又在第一届的基础上举办了第二届企业跨国经营国际学术研讨会。前面两届企业跨国经营国际学术研讨会的举办取得

了极大的成功,在国内外学术界与企业界产生了较大的影响,这为我们继续将学术盛会举办下去增添了巨大的信心。1999年12月10—12日我们又在南京大学举办了第三届企业跨国经营国际研讨会。本届研讨会由南京大学商学院主办,美国南加州大学马歇尔商学院管理和组织系与国际工商管理教育与研究中心、美国内布拉斯加—奥马哈大学工商管理学院、美国密苏里—圣路易斯大学国际研究中心与工商管理学院、澳大利亚悉尼大学经济管理学院、澳大利亚迪金大学工商管理与法律学院、山东大学管理学院联办。来自海内外十多个国家和地区的大学、科研所的专家、学者、政府官员以及一些国内外知名的企业家共250多人参加了本次会议,其中外方代表80余人,会议共收到学术论文123篇。本次国际研讨会的主席是南京大学商学院院长赵曙明教授、执行主席是美国内布拉斯加—奥马哈大学工商管理学院院长希利教授。江苏省常务副省长俞兴德、国家经贸委培训司司长王忠明、南京大学校长蒋树声出席大会并作了报告。南京大学商学院院长赵曙明教授、美国斯坦福大学商学院教授哈罗德·李维特博士、美国克莱蒙特研究生大学彼得·德鲁克管理学院教授简·李普曼—布卢门博士、澳大利亚阿瑟·鲁宾逊与海克威克斯律师事务所合伙人比尔·弗雷斯先生、美国百威啤酒集团亚洲有限公司执行董事菲利浦·戴伟思先生、美国蒙山托公司亚洲公司总裁查尔斯·马丁博士、山东大学管理学院院长赵景华教授、扬子江药业集团董事长徐镜人先生、江苏舜天国际集团公司董事长兼总裁董启彬先生、仪征化纤股份有限公司总经理马育平先生、邯郸钢铁股份有限公司总经理赵绍林先生、红太阳集团总裁杨寿海先生分别作了大会专题报告。美国南加州大学马歇尔商学院管理和组织系主任代表杰弗利·伯克斯教授、美国密苏里—圣路易斯大学国际研究中心乔·格拉斯教授、澳大利亚悉尼大学经济管理学院院长彼得·沃莱斯教授、澳大利亚迪金大学工商管理与法律学院院长菲利浦·克拉克教授、香港科技大学徐淑英教授、香港科技大学樊景立教授等一批知名学者、企业家出席了会议。

在本届会议的研讨中,与会的中外代表畅所欲言,各抒己见,对21世纪全球企业管理、全球市场营销、全球人力资源管理、全球企业中的金融、投资和贸易、全球企业会计和财务管理、全球管理信息系统以及21世纪中国企业管理等专题进行了深入而广泛的讨论。在许多热点问题上大家形成了共识;而对另一些问题,大家则加深了理解。会议期间,代表们对各种思想和观念进行了自由的沟通和探讨,不同的想法在这里碰撞、升华,不同的语言在这里交汇。在会议中我们经常能听到“全球化”、“21世纪”、“知识经济”等富有时代特征的词语。中国经济的发展,特别是中国企业如何面对21世纪的挑战引起了代表们全面而深刻的讨论。在某种程度上构成了本次国际讨论会“立足中国、面对全球、富有时代气息”的特色。

本届会议代表提交的论文不仅在理论上具有较高的学术价值,而且对企业的跨国经营实践也有较强的指导意义。由于企业跨国经营国际研讨会的影响越来越大,本届参加的代表人数与提交的论文数量比上一届有了很大的提高。但是正式出版论文集的篇幅有限,我们不能将所有参加会议的论文全部收录进本论文集。在此,我们对那些论文没有能够入选的作者表示歉意。最后,我们将这本经过精心筛选、整理、翻译、编辑,编成的论文集,奉献给广大的读者,希望能够对我国的跨国经营理论与实践产生积极的影响。

赵曙明

杨忠

2000年12月

PREFACE

At the turn of the century, it is the time for us to look back and to look into the future. By looking back, we try to find the very path to the future. What will be the future like? That is a question with no clear answer yet. But what we do know is that in certain areas of society, fundamental changes are taking place, which in turn has deeply influenced the life of every individual. In today's world, economic globalization, characterized by marketing, information and integration, has reshaped the way things are. As the major promoter of economic globalization, multinational corporations (MNCs) have become a key player on the future global economic arena. According to United Nations Conference on Trade and Development (UNCTAD), the total turnover of over 500,000 overseas branches operated by 60,000 MNCs has exceeded 11 trillion USD. In 1998 foreign direct investment has seen a 20% increase, reaching the level of more than 4 trillion USD. At present MNCs have controlled 40%—50% of global industrial output, 50%—60% of international trade, 90% of foreign direct investment, and 90% of cross-border technology transfer. Not surprisingly, some people come to call the 21st century “the Era of MNCs”. MNCs in the 21st century will be faced with new competitive environment. The fast pace of technology innovation has shortened the life cycle of many products and services. Given this context, companies are finding it more and more difficult to establish their own sustainable competitive advantages through traditional resources. Knowledge, as the very source of competitive advantages, is gaining greater importance in the eyes of companies. Whether MNCs can effectively manage their knowledge on a worldwide basis will determine their competitive advantages on the global market. Moreover, global market reforms have blurred national borders. Therefore, while integrating knowledge from different units, MNCs must also establish effective mechanisms to ensure smooth communication among different cultures. In sum, the 21st century is an age of dramatic changes. How MNCs can face all these challenges has become a common concern of both the academic and business world.

In China, thorough research into transnational activities of companies coincides with the development of China's economy. Overseas investment on the part of Chinese companies started from 1979. The 15 policies regarding economic reforms, issued by the State Council in 1979, have clearly specified that domestic companies can make foreign investment. However, at the early stage of the transition from planned economy to

market economy, global expansion was a rare thing for Chinese companies, given the narrow business vision and hungry domestic market. In face of the intensification of market competition and the entry of foreign companies, Chinese companies made some initial attempts on the global market. With the fast pace of China's entry into WTO, every industry has experienced the vigorous threat posed by MNCs. To address the issue, discussions on "what if we join WTO" are held on a nationwide basis. While many companies are seeking to compete with MNCs, some of them have already walked out of the domestic market and joined the game of global competition. Statistics show that by the end of 1998, China had established 5356 companies (excluding financial institutions and including trading firms) in over 160 countries, with a contractual investment of 6.33 billion USD. Though generally speaking, China's foreign investment is often associated with such images as small scale, low technology and weak competitiveness, such forerunners as Haier, Chunlan and Huawei are heading towards MNCs of the real sense. At the 1999 FORTUNE Global Forum in Shanghai, the active participation of Chinese entrepreneurs has demonstrated that while foreign MNCs are paying more and more attention to China's market, China's domestic companies are also stepping into the global arena and holding direct dialogues with the world-class MNCs. Moreover, China's entry into WTO in the near future means deeper integration of China's economy into the worldwide economic cycle. China needs its own MNCs. The time calls for China's MNCs.

To promote the practices and theoretical research of transnational management of corporate China, we sponsored the 1st International Symposium on Transnational Management in Nanjing University in 1992, which was followed by the 2nd Symposium in 1996. The first two symposiums have achieved great success, and been well received by the academic and business community at home and abroad, which gives us confidence to further sponsor the event. From August 10th to 12th 1999, we held the 3rd International Symposium on Transnational Management in Nanjing University. This Symposium was organized and sponsored by the Business School of Nanjing University, P. R. China and was co-sponsored by the Department of Management and Organization and CIBEAR, Marshall School of Business, University of Southern California, USA; the College of Business Administration, University of Nebraska-Omaha, USA; the Center For International Studies and the School of Business Administration, University of Missouri-St Louis, USA; the Faculty of Business and Management, the University of Sydney, Australia; the Faculty of Business & Law, Deakin University, Australia; and School of Business and Management, Shandong University, China. Altogether 250 people attended the symposium, 80 of whom were foreign delegates. Among them were scholars and experts from around 20 countries, government officials, CEOs and entrepreneurs. 123 dissertations were submitted at the Symposium. The Symposium Chair was Dr. Shuming Zhao, Dean and Professor, School of Business, Nanjing

University, P. R. China. The Symposium Executive Chair was Dr. Stanley J. Hille, Dean and Professor, College of Business University of Nebraska-Omaha, USA. Xinde Yu, Executive Vice Governor of Jiangsu Province; Zhongming Wang, Director of the Training Department from the State Economic and Trade Commission of P. R. China; Shusheng Jiang, President and Professor, Nanjing University attended the symposium. Dr. Shuming Zhao, Dean and Professor, Business School of Nanjing University; Dr. Harold Leavitt, Professor of Stanford Graduate School of Business, Stanford University; Dr. Jean Lipman-Blumen, Peter F. Drucker Graduate School of Management, Claremont University; Mr. Bill Forrest, partner of Arthur Robinson & Hedderwicks, Australia; Mr. Philip Davis, Vice President and Managing Director of Anheuser-Busch Asia, Inc. ; Mr. Qibin Dong, Chairman and President, Jiangsu Sainty International Co. Ltd; Dr. Shaodong Wang, Assistant to the President and General Manager of Overseas Business, Asia Holding Co. , Ltd. ; Shouhai Yang, President of Red Sun Group; Jinhua Zhao, Dean and Professor, School of Business and Management, Shandong University; Jingren Xu, President of Yangtze River Pharmaceutical Group; Yuping Ma, Director and CEO, Yizheng Chemical Fibre Group Corp. and Yizheng Chemical Fibre Co. , Ltd; Dr. Charles Martin, Director of Corporate Communications, Asia Monsanto Company; Shaolin Zhao, Executive Vice President, Handan Iron and Steel Co. , Ltd presented their papers and delivered their speeches at the Symposium Plenary Sessions. Dr. Jeffrey Burks, Representative to the Department Chair and Assistant Professor, Department of Management and Organization, Marshall School of Business, University of Southern California; Dr. Jeol Glassman, Professor and Director, Center for International Studies, University of Missouri-St. Louis, USA; Dr. Peter Wolnizer, Dean and Professor, Faculty of Economics and Management, The University of Sydney, Australia; Dr. Anne S. Tsui, Professor of Hong Kong University of Science and Technology; Dr. Larry Farh, Professor of Hong Kong University of Science and Technology and so on also attended the symposium.

During the discussion, delegates freely exchanged their opinions, addressing the issues of global corporate management, global marketing, global human resource management, finance, investment and trade of global corporations, accounting and financial management of global companies, global management information system, and management of China's enterprises in the 21st century. They have reached consensus on many hot topics, and gained deeper insights for other questions. Different ideas were exchanged, and different languages interacting. Such fresh terms as globalization, 21st century and knowledge-based economy were popping up among the delegates. The agenda of China's economic development, particularly the question regarding how China's enterprises face the challenge of the 21st century, has spurred a comprehensive and thorough discussion, which in a sense contributed to the Symposium's characteristics of "China focus, global perspective, and modern vision".

Papers submitted at the Symposium not only have theoretical value, but also demonstrate practical significance to global business operation. With the growing influence of the Symposium, the number of delegates and papers have surged compared with the last symposium. But due to the limited size of the proceedings, we cannot accept all the papers for publication, so we would like to express our apologies to those authors. In the end, we present to our readers this book, which have been carefully selected, polished, translated and edited. We sincerely hope that our work will be of positive significance to the theories and practices of global management.

Shuming Zhao
Zhong Yang
December 2000

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第一部分

21 世纪的全球企业管理

跨国经营与获取竞争优势

西安交通大学 葛京 席酉民

摘 要

企业跨国经营是企业获取竞争优势的手段之一。然而,对经营行为的主体——企业来说,跨国经营甚至全球经营未必意味着企业自然就会获得竞争优势。对企业而言,关键是如何从战略高度计划和组织企业的跨国经营活动,使之成为在经济一体化的环境中获得和保持竞争优势,并得以持续发展的途径。本文在分析企业所面临的环境以及企业可能采取的对策的基础上,从企业整体战略的角度,以企业能力为核心,探讨企业如何将资源、事业和组织这些要素合为整体,使企业得以在更广泛的范围内创造企业的整体优势和持续的竞争优势,从而使跨国经营真正成为企业获取全球(或地区)竞争优势的途径。

一、企业面临的形势与跨国经营的必要性

当今世界正处在跨国公司和企业的跨国经营活动迅猛发展的时期。中国企业在改革开放的环境下,经过在市场经济中的初步锤炼,不但在本土市场上接受了激烈的外来竞争,而且部分企业也开始参与跨国经营活动。然而实践证明,跨国经营并不是一件容易的事情,走出国门也并不一定会给企业带来预想的回报,甚至成为跨国公司也并不一定就是企业实力强大的象征。

企业的任何行为和活动都是有目的的。采取某种行动之前,必须仔细分析这种行动的目的是什么,这种行动是否能达成期望的目标,如何规划这种行动及如何在各方面加以配合才能有效地达成这一目标。从企业管理的历史实践来看,任何管理理论或管理方法引入企业,无论是价值性的或观念性的,抑或是工具性的或操作性的,都只是实现企业目标的手段而已。企业的目标毫无疑问呈多样性,但利润目标是不可或缺的,获取竞争优势则是获得利润的直接目标。竞争优势是市场经济竞争浪潮中企业提高经营绩效的核心,尤其在当今时代,全世界的企业都面临着增长的减缓和来自国内和全球的竞争,一个企业能否创造并保持竞争优势,对于该企业的生存和发展至关重要。

在企业发展的不同阶段,企业所面临的环境不同,竞争的焦点不同,由此导致企业取得竞争优势所需要的手段也不同。我们可以从时间的角度将企业为获取竞争优势所采取的对策分为三个典型阶段。

1. 规模时期。这一时期的市场特点为规模化的需求和卖方市场,企业获胜的关键是以尽可能低的成本满足市场的需求,因而企业竞争优势的基础是低成本。泰罗制和福特制的推广,以及在此基础上建立的大规模生产和大规模管理,形成了“规模模式”。这个