

女企业家示范培训教材



(一)

总 论

EXECUTIVE SUMMARIES



联合国工业发展组织
中华全国妇女联合会

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前 言

女企业家示范培训教材就要同大家见面了。这是一部体现中外专家和企业界妇女的智慧与合作精神之作,是联合国工业发展组织与我国外经贸部国际经济技术交流中心、全国妇联为促进妇女参与现代化进程而积极合作的一项丰硕成果。在此,我们首先感谢联合国工业发展组织支持中国改革开放和现代化建设,并根据企业界妇女的特点及需求,确定了一个促进妇女参与现代化进程的项目,该项目的培训方案为期四年,分三个阶段完成。它已经并将继续对开发妇女人才、促进妇女素质提高和企业发展、推动现代化建设进程产生一定的影响。项目的实施不仅培训了 60 多名师资和 150 余名企业界妇女管理人士,而且在国际专家和国内专家以及有关人士的共同努力下,编写了这套教材。该教材全套 6 册,共 60 余万字,既体现了相关领域目前的国际水平,又具有鲜明的中国特色,是中国企业管理者,特别是企业界妇女为提高自己、振兴企业、奉献社会,在实践中可以运用和参考的好书。

在此,我们还要感谢为该项目提供资金支持的德国政府;感谢为教学及教材编写工作做出贡献的国际专家——新加坡南洋理工大学的四名教授、讲师;感谢积极领会国际专家意图、结合中国情况为修改教材做出贡献的中国专家——以中华女子学院和部分省、自治区、直辖市妇女院校为主的几十名专家、教授和讲师;感谢参与培训并对教材提出过宝贵意见的女企业家;感谢项目的具体实施单位——全国妇联国际联络部以及中华女子学院;感谢对实施项目给予热情合作与支持的农业部、中国企业家协会以及河北、山东、江苏等省的乡镇企业局、党校、妇联等单位;感谢所有为项目成功及教材出版做出贡献的单位与个人。此外,作为在培训班讲义基础上集体编写、修改而成的一套教材,我们还必须感谢其中引用的一些现有出版物原作者及其出版单位。

全国妇联作为项目的合作伙伴,衷心祝贺项目的圆满成功和教材的顺利

出版,热切期望以此推动全国企业界妇女的培训与咨询工作迅速发展并取得丰硕成果,以促进中国妇女参与改革开放和现代化建设的进程。

当然,由于专题不同和市场需求各异,其写作风格、文字繁简亦有所区别;另外,由于协调及编辑、校对过程中的某些问题,也可能导致内容与文字上的缺欠或失误,恳请读者指正。

中华全国妇女联合会副主席、书记处书记



王 淑 贤

1998 年 7 月

FOREWORD

Within the framework of China's economic reforms, the contribution of Township and Village Enterprises "TVEs" to the sustainable economic development of the country have become increasingly important. One of the most notable characteristics of the TVE sector is the high participation rate of women entrepreneurs and managers, a testimony to the valuable contribution of women to the modernization process in China. However, the introduction of competition in business has brought the risk of marginalizing those women entrepreneurs and managers, who have had to cope with diminishing access to ~~business and management training opportunities~~ as well as other socio-economic resources and related services.


In order to assist women entrepreneurs and managers in ~~the TVE sector~~ to become more competitive in the modern market economy, UNIDO collaborated with the All China Women's Federation (ACWF) and its training institution, The Chinese Women's College (CWC), to develop a set of comprehensive training modules for modern enterprise management. I am very pleased to present this Model Training Package addressing the needs of women entrepreneurs and managers in China's TVE sector.

The four substantive modules of the Model Training Package, (Human Resources Management, Strategic Management, International Marketing and Finance/Accounting) have been developed on the basis of a series of careful assessments across China. The Package has been tailor-made for the Chinese context, presented in the Chinese language and supplemented with China-specific case studies, in order to facilitate the smooth understanding and dissemination of the training programme across the country.

With a view to increasing the sustainability of the training programme, UNIDO has also worked on building the capacity of Chinese trainers to deliver modern management training, using the Model Training Package. In the course of

developing The Model Training Package, a group of qualified Chinese trainers have been selected and trained in the organization and management of the training program. This exercise enabled the Chinese trainers to acquire not only substantive knowledge in their professional fields but also the practical skills to conduct training sessions utilizing modern training methodologies.

It is my sincere hope that the training program and this Model Training Package will contribute to the further advancement of women entrepreneurs and managers in their endeavours to run a competitive business in the TVE sector, an emerging force of the growing Chinese economy.



Carlos Magariños

Director General

UNIDO

January 1998

联合国工业发展组织 《促进中国妇女参与现代化进程培训计划》

项目背景、需求评定及启动前计划

1、起因

“促进中国妇女参与现代化进程培训项目”源于三方面重要的考虑。工发组织在帮助象中国这样处于过渡期国家的现代化方面所扮演的角色；促进妇女在传统上男子为主的企业环境中的作用；最后但不是最小的原因是开发企业家/经理的经营企业和管理的能力，使她们更好地配置资源，为社会创造财富和价值。将重点放在乡镇企业女企业家/经理上，工发师资培训班项目具有战略意义。

2、中国乡镇企业

二十世纪 80 年代初，中国乡镇企业就已经是农村地区朝气蓬勃的经济力量，它以手工工业和农产品加工工业为基础。它形成了一个农业、工业、商业综合体系，其生产活动几乎包含国民经济的各个方面。

随着中国乡镇企业 80 年代和 90 年代的发展，有的企业已打入国际市场。根据农业部乡镇企业局的统计，农村企业在 1997 年头三季度出口商品价值 4008 亿元(483 亿美元)，比 1996 年同期增长 17.6%。据 1997 年 11 月 7 日《中国日报》报道，乡镇集体企业 1997 年生产增值产品价值 6763 亿元(815 亿美元)，比上年同期增长 17.8%。根据中国年度报告统计，在过去的几年中，乡镇企业所创造的增值率 1995 年为 21.4%，1994 年为 15.8%，相比之下，国有企业增值率 1994 年为 6.8%，1995 年为 9.5%。

3、妇女参与乡镇企业和工业进程

尽管乡镇企业取得了引人注目的成绩以及对中国经济的巨大贡献，但是乡镇企业怎样突出地改变中国农村妇女的生活却很少提及。农村中小企业为失业和半失业的农村妇女进入经济活动提供了便利，往往女工能优先进入纺织、食品加工、化工、电子及工艺制造等领域。例如在山东省；据中华全国妇女联合会统计，全省有 2399 名女厂长/经理，其中 2034 名年龄在 45 岁以下(占全部约 85%)，这些女企业家中约有 10% 领导的是年均生产总值超过 500 万元的企业。其中 228 名受过中高等专业教育。

4、女企业家/经理的需求和所受限制

受教育不够及管理知识欠缺是中国女企业家/经理面临的主要限制。这影响了女企业家/经理对业已进行的普通管理培训的参加率。根据农业部所属乡镇企业培训中心的统计，女企业家在管理和技术培训班的参加率为 2% - 3%，财会培训班为 15%。乡镇企业培训中心没有人知道在他(她)的机构里有专门为经理开设的课程。

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女企业家分为界限分明两部分。一部分受过高等教育。这部分女企业家的企业大部分在较发达的东部沿海地区,且已达到一定的发展规模。另一部分包括乡镇女企业家的绝大多数,她们仍然缺乏最基本的管理技巧。她们需要市场营销、金融、财会及质量方面的培训。此外,掌握某些产品的专业知识以图在中国开辟新市场,这对她们极为重要。

在中国国内市场有很雄厚的基础、且有一定规模的组织和结构的企业的的女企业家,对深入了解国际市场操作尤有兴趣。她们还需要提高技术转让上的技巧。

这些女企业家一个很重要的缺陷是她们不能使其他效率高的同事与其分提责任。也不能在一般事务上向他们下放权力。由于雇佣熟练的技术人员和经理人员并激励他们对企业极其重要,因而她们需要在人力资源和领导能力方面得到更多的培训。

另外,由于缺乏雄厚的资金基础,乡镇企业比国有企业提供的社会保障要少(如幼儿园、住房、养老金)。妇女尤其受影响。

5、中国女企业家/经理的培训需求

对需求至关重要的是如何进行这一步及象中国这样有数百万计企业家/经理的大规模培训的项目。下列六个战略领域必须考虑:

- 1) 乡镇女企业家/经理的培训需求
- 2) 培训专家的遴选
- 3) 中国基本的利用
- 4) 政府支持
- 5) 资金
- 6) 实施

1) 乡镇女企业家/经理的培训需求

在北京举行的需求评定班中,25名参加者是来自北京市、河北省、山东省、江苏省的女企业家。在此评定班,确定了女企业家感兴趣的四个主要领域:市场营销、金融/财会、人力资源开发(包括人事管理)和战略经营管理。

2) 培训专家的遴选

鉴于中国文化及其它方面的差异,选择专家必须是既有专业知识和培训技能,又能得到参加培训者的认可。其中尤为重要是知识及交流能力。故遴选标准是每个人应掌握英文和中文作为工作语言。有在发展中国家特别是在亚洲地区从事企业管理和企业培训方面的经验。结果在新加坡南洋理工大学南洋商学院的支持下,遴选了一批国际专家承担培训任务。在他们的帮助下,这些专家草拟了培训教材和资料。这些将构成综合性的“示范培训教材”。它由下列领域的五个部分构成:金融/财会、市场营销、人力资源开发(包括人事管理)、战略经营管理和培训方法。教材有两大特点:(1)课程和教材适合中国乡镇女企业家的需求;(2)是用中文写成。

3) 中国基本设施的利用

在中国,中华全国妇女联合会在提高妇女地位方面起至关重要的作用。作为从省、市到乡、村保护和促进妇女要益的组织,全国妇联在每个省都建立了培训女性管理人才的机构。但其课程大多限于平常一般管理,而与乡镇女企业家/经理的不断增多的需求联系不是特别紧密。然而,全国妇联及其遍布全国的培训机构却构成实施任何项目的最好的最完善的基础设施。与全国妇联协作,为工发组织在提高中国女企业家/经理方面起媒介作用,提供了良机。

4) 政府支持

全国妇联作为一个部级组织,以及它的网络及各地的培训机构,工发组织选其作为促进妇女参与中国企业现代化进程的重要基点。同时,农业部,特别是乡镇企业局也给予了支持,他们提供了有关乡镇企业有价值的信息,也使此项目能顺利实施。

5) 资金

此项目启动由联合国工业发展组织工业发展基金提供资金。

6) 实施

本项目的实施包括两步骤:酝酿和正式实施

实 施

4、酝酿

1) 组织结构和协调

全国妇联国际联络部国际项目合作处处长担任该工发项目的国内协调员。中华女子学院被确定为基本工作点。全国妇联高度重视此项目,指定中华女子学院副院长作为中方项目总监督员。

2) 学员的选择和启动安排

通过农业部乡镇企业局网络,省级及全国乡镇企业局与全国妇联相配合,为在北京举办的师资培训班做了安排和组织工作,并由于需要安排参观了工厂。

3) 国际专家的遴选及他们的参与

在新加坡南洋理工大学南洋商学院的帮助下,在四个战略领域方面各挑选了一名国际专家。国际专家的任务是培训国内专家,教授师资培训班课程。另外还要求他们准备“示范培训教材”,与国内专家和师资培训班成员共同完成此项工作。

正式实施

此项目最终目的是提高全国妇联培训机构的培训能力,组织全国妇干院校,为女企业家开展培训及其它支持活动。但是,由于人力和财力的局限,此项目力求作为一个样板完美实施,使全国妇联系统及其培训机构能以此为榜样在全国推广。因而,如果此项目能以小规模,一步一步实施的话,正如所希望的,工发组织的媒介作用将非常有效。总的说来,考虑分三阶段正式实施。

第一阶段:师资培训班:国际专家培训国内专家

第一阶段:主要任务是在来自北京、山东、江苏的企业家提出的培训需求的基础上提出“示范培训教材”的草案,它确定了女企业家感兴趣的四个主要领域。工发组织指定来自南洋理工大学的四名国际专家负责准备“示范培训教材”。这些专家主持了为期3周名为“师资培训班”的培训课程,培训涉及30名中国国内专家。培训如期结束,为进一步完善“示范培训教材”提出了如下建议:

A、在四个都增加中国的个案分析
B、应更重视培训方法

观察和指导培训进程,使“示范培训教材”成稿

第二阶段:举行先期测试,评估
国内专家培训女乡镇
企业家/经理的能力

在全国妇联和中华女子学院的支持下,挑选从事培训的国内专家,使“示范培训教材”定稿

第三阶段:国内专家培训国内师
资

帮助形成培训机构,如有必要,实地提供支持。

后 续:从师资培训班到“发
展妇女企业领导能
力的伙伴”

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION (UNIDO)

A Training Program Designed to Promote Women's Participation In the Modernization Process of China

I. OBJECTIVES

The UNIDO Model Training Package for women entrepreneurs/managers in Township and Village Enterprises serves the purpose of promoting women's participation in China's modernization process. The package encompasses three important objectives:

- Improving women's roles in and contributions to a traditionally male – dominated business environment, particularly in emerging private sector initiatives of the Chinese economy;
- Developing the entrepreneurship and management capabilities of entrepreneurs/managers in Township and Village Enterprises (TVEs) so that they may better allocate resources, create wealth and add value to the society's and;
- Assisting Chinese training institutions in acquiring new training tools and materials as well as qualified trainers. This will enable those institutions to identify the needs of women entrepreneurs/managers in TVEs, adjust the training modules and programs to their needs, and organize and conduct their own training programs for modern business management, a task vital to the process of China's socio – economic modernization.

While focusing on the capacity building of women entrepreneurs/managers of TVEs in China, UNIDO's Model Training Package also has the strategic objective of contributing to the capacity building of Chinese business management trainers and instructors through the Training of Trainers (TOT) approach.

II. CHINESE TOWNSHIP AND VILLAGE ENTERPRISES

Early in the 1980's, China's TVEs were already a promising economic force in rural areas, developed on the basis of the handicraft and agricultural – produce processing industries. The TVE's formed an integrated agricultural –

industrial – commercial system, and the production activities of the sector embraced almost all aspects of the national economy.

As China's TVEs evolved through the 1980's and into the 1990's, some enterprises grew into private business entities, which became competitive in the global market. According to statistics supplied by the Township Enterprises Bureau of the Ministry of Agriculture, rural firms supplied export commodities worth 400.8 billion Yuan (US\$ 48.3 billion) in the first three quarters of 1997, a 17.6 % increase on the same period of the previous year. As reported by the China Daily (7 November, 1997), township collective firms produced a value-added output of 676.3 billion Yuan (US\$ 81.5 billion), up 17.8 % from the same period in 1996. In previous years, based on the Annual Report of Chinese Statistics, the rate of added-value contributed by TVEs increased 15.8 % in 1994, and 21.4 % in 1995, compared to a rate for state-owned enterprises of 6.8 % in 1994, and 9.5 % in 1995.

III. PARTICIPATION OF WOMEN IN TVEs AND THE INDUSTRIAL PROCESS

Beyond the notable performance of TVE's and their contribution to China's economy, equally significant is the extent to which TVE's have changed the living conditions of Chinese peasant women. Rural small – and medium – scale industries offer an easy entry into economic activity for unemployed or under-employed peasant women. The majority of them are engaged in industries such as textiles, food processing, chemicals, electronics and handicraft production.

There are two distinct categories of women entrepreneurs within the TVE sector. The first category includes those women entrepreneurs with a relatively high level educational background. This group of women manage TVE's situated mostly in the more developed Eastern coastal areas, which by now have well-developed enterprises. The second category consists of the huge majority of the TVE women entrepreneurs/managers in rural areas who still lack the most basic administrative skills, including subjects such as marketing, finance, accounting and quality management.

According to statistics compiled by the All China Women's Federation (ACWF) in 1997, 2,034 out of 2,399 women factory directors/managers surveyed in the province of Shandong (i.e. about 85 %) are under 45 years of age. Almost 10% of these women entrepreneurs work in enterprises with an output value of over five million Yuan/year. Only 228 (9.5 %) of these women

managers had an education of specialized middle school level or higher.

IV. NEEDS AND CONSTRAINTS OF WOMEN ENTREPRENEURS/MANAGERS IN THE TVE SECTOR

A small group of women entrepreneurs/managers engaged in TVE's have achieved a considerable scale of business operations. However, poor educational background and inadequate management knowledge, compared to their male counterparts, are the main constraints the majority of Chinese women entrepreneurs/managers face. This is reflected in the rate of participation of women entrepreneurs/managers in existing management training courses. According to the TVE Training Centres (which are linked to the Ministry of Agriculture), the percentage of women participants ranges from 2 - 3 % in management and technical courses, to 15% in accounting. Furthermore, there are no courses offered specifically targeting women entrepreneurs/managers at the TVE Training Centers.

Women managers heading factories, which have achieved a certain level of organization and mechanization, with an established base in China's domestic market, are especially interested in studying international marketing practices. They also need to upgrade their skills in technology acquisition and transfer. On the other hand, for those women entrepreneurs/managers engaged in small scale production in rural areas, mainly aiming at the local market, specializing in certain products is vital in order to explore new markets inside China.

Another important constraint on women entrepreneurs is their inability to share their responsibility with other efficient staff or to delegate secondary tasks to other staff. They need more training in the area of human resources management and leadership, since the employment and motivation of skilled technicians and managers is of the utmost importance to their enterprises.

Furthermore, owing to the lack of a sound capital base, TVEs generally offer limited social security and support services, such as kindergartens, housing and rental subsidies, pension funds etc., compared to those offered by state-owned enterprises. Women are the gender most affected by these factors.

V. CHARACTERISTICS OF THE MODEL TRAINING PACKAGE

Based on assessed needs

The four major modules of the model were identified as a result of needs assessment undertaken amongst women entrepreneurs/managers of TVE's from

Beijing as well as from Hebei, Shandong and Jiangsu provinces. The needs identified were:

- i) International marketing;
- ii) Finance/accounting;
- iii) Human resources development (including personnel management) and;
- iv) Strategic business management.

In addition, the Model Training Package includes a module on training methodology. This provides both trainers and trainees with the theoretical bases and practical application of modern training methodologies.

Adapted to the chinese context

To be effective, the Model Training Package must be adapted to the cultural background and socio – economic conditions of running a business in China. The training program should be easily accessible and understandable to Chinese women entrepreneurs/managers in TVEs. It also has to be disseminated widely through the existing network of training institutions throughout the country. For this purpose, the Model Training Package has two features:

- i) The Chinese (Mandarin) language is used.
- ii) Curricula and modules are adapted to the Chinese business context, particularly supplemented with China – specific case studies.

These principles were applied throughout the process of developing the Model Training Package. Assistance was provided by a group of international experts who are not only familiar with the socio – cultural context of the Chinese economy, but are also fluent in the Chinese language. Collaborating closely with a team of national Chinese experts, the international experts drafted the training materials on specific subjects of modern management, and adjusted them to the Chinese context.

Close collaboration with government and training institutions

In China, the All China Women's Federation (ACWF) plays an essential role in promoting the status of women, from the provincial and municipal level down to the township and village level. The ACWF has established a network of training institutions in every province to train Chinese women for management positions. The Model Training Package therefore has the aim of contributing to the capacity building of those training institutions to deliver upgraded management programs relevant to the challenges faced by TVE entrepreneurs/managers in the modernization of their businesses.

VI. USE OF THE MODEL TRAINING PACKAGE FOR FUTURE DEVELOPMENT

Through the active participation of the government, training institutions, trainers and entrepreneurs/managers in TVEs, the ultimate objective of the UNIDO training program and its Model Training Package is to assist Chinese training institutions and Chinese trainers in institutionalizing the capacity building program for women entrepreneurs/managers in TVE's. Therefore, whilst disseminating the training program using the Model Training Package at the provincial and regional levels, the Training of Trainers (TOT) workshops should also be continued at a national level. Furthermore, the Model Training Package will be reviewed regularly, adjusting the content based on the changing needs of women entrepreneurs/managers in China's TVEs, providing updated case studies, and developing appropriate training methodologies.

战略经营管理

总论

当今市场变化日新月异,新的竞争对手不断涌现,而顾客的行为也在不时地改变,为了造就并维持企业的长期增长,企业的经营者必须提前规划,并且明晰企业的使命。这种长期规划被称为“战略规划”,或“战略经营管理”。战略经营管理包括确定企业的目标,分析企业内部和经营环境,以及制定和实施相应的战略以达到企业的目标。

本教材是分十个部分,以求达到以下几个目的:

* 促进远景目标的开发,并把企业的经营者培训成为具备战略头脑的规划师;

* 介绍一系列企业规划和管理常见的战略;

第一部分是战略经营导论。主要包括战略经营的重要性,战略经营的概念与特征,战略经营的层次和程序,以及企业的使命及目标,并且介绍了SWOT分析法。

第二部分是对战略环境的分析。重点对企业的宏观环境、中观环境和微观环境作了分析,并分析了企业的内部条件。

第三部分详细介绍了企业发展型战略,其中包括:集中成长战略、市场发展战略、产品发展战略、多样化经营战略、企业一体化战略、企业兼并。

第四部分介绍企业紧缩型战略;重点分析了转向或重组、抽资、放弃和清算等战略。

第五部分介绍企业稳定型战略,包括它的类型、特点和适应条件。

第六部分介绍了一般竞争战略,主要是成本领先战略、产品差异化战略和集中战略。

第七部分是对国际化经营与战略联盟的介绍,包括:企业国际化成长进程与战略特征,国际化竞争战略,战略联盟的发展与类型、合并与竞争等等。

第八部分是对企业成长与创新战略的介绍,主要内容有:企业成长的类型与特点,创新与竞争优势,创新战略,核心竞争能力与选择。

第九部分是关于战略方案的评价与选择的内容:

——多样化的企业分析方法

——战略选择矩阵

——影响战略选择的因素

第十部分讲述战略实施与控制,主要包括:战略实施体系,战略实施组织与执行原则,战略控制。

最后,在附录一、二中,分别作了案例分析和讨论题的布置。