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基于和谐管理理论的 知识型人才管理研究

张向前 著

线装书局

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摘要

随着知识经济的不断发展和组织内外环境变化的日趋激烈，传统人性假设及组织管理理论表现出相对迟钝和不适应，要灵活应对各种复杂性与不确定性，关键在于知识型人才的和谐管理。上世纪 80 年代以来，席酉民教授及其研究团队针对目前管理理论的局限性所创立并发展的和谐管理理论（即“问题导向”基础上的“设计优化”和“不确定性消减”，亦即“和则机制”与“谐则机制”双规则的互动耦合应对机制），为实现知识型人才的和谐管理提供了新思路。如何认识知识型人才，构建基于和谐管理理论的知识型人才管理有效途径，实现知识型人才的和谐管理目标，成为当前组织面临重要理论与实践课题，本文试图对此课题做出较为深入、全面的回答。研究主要创新性工作概括为以下几个方面。

（1）通过剖析与界定知识型人才及其人性，依据和谐管理应对问题的方式与途径，提出了基于和谐管理理论的知识型人才管



理机理。

人是管理活动中不确定性的终极源泉,认识人是管理的基础。管理理论与人性假设都随着历史发展而发展,当前对于知识型人才管理及其人性假设还缺乏系统研究,和谐管理理论针对有人参与的系统管理提出“和则”与“谐则”双规则机制。本文研究指出:基于和谐管理理论的知识型人才管理机理,就是通过分析环境、组织、领导及知识型人才人性(EOL-H),得出组织在不同时期知识型人才管理的战略意图与和谐主题,并应用和则机制、谐则机制及其互动耦合机制,实现知识型人才的和谐管理。

(2) 提出了基于和谐管理理论知识型人才投资决策管理理论模型及对策

由于各类主体投资动机、能力的差异,对此类投资决策问题传统理论缺乏较有效的应对之道。本文:借鉴基于和谐管理理论的知识型人才管理机理,通过EOL-H分析,理出知识型人才投资决策的战略意图,提出了知识型人才与组织是投资的共同受益者。通过建立组织智力投资模型,得出组织可以通过配合补贴的方式,投入适当的资金来极大推动知识型人才的投入。通过建立知识型人才个体智力投资模型,得出智力投资完全若采用人才自愿供给的方式,其总量将明显小于帕累托最优。组织应根据知识型人才收入水平等确定自筹资金总量,加上组织补贴然后由受惠者通过多种渠道共担智力投资。

(3) 提出了基于和谐管理理论的知识型人才交易管理理论模型及对策

知识型人才存在更大的不确定性,传统经济学理论假设市场中各个主体都掌握着充分的信息,因而无法直接描述企业与知识型人才之间的复杂关系。只有对知识型人才信息的不确定、不对称进行科学的量化,才能使知识型人才交易持续。本文研究指出:

依据知识型人才和谐管理的“优化”与“不确定削减”两条路径，引进熵等相关概念，分阶段建立了选拔决策模型、相关交易模型，初步实现了交易优化，并提出了组织应对内外部交易不确定性的策略。

(4) 提出了基于和谐管理理论知识型人才流动管理理论模型及对策

知识型人才流动频繁，传统应对策略偏重物约束人。通过EOL-H分析，探讨流动的不同后果，依据基于和谐管理理论的知识型人才管理理论机理，提出了更有效的应对策略。本文研究指出：知识型人才流动有正、负面影响，管理的“谐则机制”通过构建知识型人才流动的因素模型、个体流动决策模型、组织决定人才流动决策模型以及组织与个体人才流动混合决策模型等，分析流动的动态变化。本文还建立了吸引知识型人才有效流入模型，并得出组织提供软环境与硬环境对引进人才同样重要，不可能完全替代。提出知识型人才流动管理的“和则机制”是组织应注重提供适时并具有吸引力的软及硬环境，以提高引进人才的竞争力。

(5) 通过实证研究，证实了知识型人才的理论内涵，论证了H人假设及知识型人才的和谐管理目标。

本文运用实证研究方法验证了知识型人才的理论内涵及人性假设，影响人性善恶的因素主要有欲望、虚荣、比较、情感等。验证了知识型人才和谐管理目标可分为个人目标与组织目标，其中个人目标包括：个人当前物质与精神收益、个人发展及个人良性人际冲突，组织目标包括组织效益、组织发展及组织良性冲突。本研究发现：无论个人目标还是组织目标都将良性冲突视为和谐管理目标之一，这一研究发现说明和谐不排斥冲突。本文也提出了基于和谐管理理论的知识型人才冲突管理路径，针对知识型人



才冲突,寻找适合“和”与“谐”的工具,更好实现和谐管理的思路。本文的实证研究进一步揭示了基于和谐管理理论的知识型人才管理研究的价值,从而为管理理论研究者及实践者提供了新的研究参考和理论借鉴。

关键词: 和谐管理;知识型人才;人性假设;设计优化;不确定性削减*^①

^① * 表示非汉语主题词。

ABSTRACT

With the continuous development of the knowledge—based economy and the fierce change of organizational environment, traditional human nature assumption and organizational management theory exhibits their inadequacy. The key approach to deal with various complexity and uncertainty is the HeXie management of knowledge talents. In view of the limitations of the current management theories, Professor Youmin Xi and his research team have been establishing and developing HeXie Management Theory since 1980s. HeXie Management Theory, namely theme—oriented design and optimization and uncertainty diminishment that focus on the coupling of He Principle and Xie Principle, sheds new lights on the HeXie management of knowledge talents. The cognition of knowledge talents, the construction of effective mechanism for knowledge talent management based on HeXie Management Theory, and the realization of HeXie management goal of knowledge talents have be-



come key theoretical and practical problems for modern organizations. These problems will be systematically examined in this thesis. The main theoretical contribution of this thesis consists of the following five aspects.

(1) By defining knowledge talents and their human nature and drawing lessons from the HeXie management—based way to deal with problems, this thesis proposes HeXie Management Theory—based knowledge talent management mechanism. People are the ultimate sources of uncertainty in management activities, thus the appropriate cognition of people is the key for organizational management. Management theories and human nature assumptions change with the society development, and current literature has not probed systematically into the management and human nature of knowledge talents. Aiming at improving the management of people—involved systems, HeXie Management Theory advances two principles, namely He Principle and Xie Principle. This thesis points out that the connotations of HeXie Management Theory—based knowledge talent management mechanism are to obtain the strategic intents and HeXie themes concerning knowledge talent management in different periods through analyzing environment, organization, leadership and the human nature of knowledge talent (EOL—H), and then to use He Principle, Xie Principle and their coupling to realize the HeXie management of knowledge talents.

(2) This thesis raises HeXie Management Theory—based investment decision model and corresponding countermeasures concerning knowledge talents. Due to the differences among various principals, traditional theories can not deal effectively with invest-



ment decision problems. By drawing lessons from the HeXie Management Theory — based knowledge talent management mechanism and conducting EOL — H analyses, this thesis probes into the strategic intents of knowledge talent investment decision and proposes that both the knowledge talents and the organization are the beneficiaries of the investment. Through establishing organizational intellectual investment model, this thesis proposes that organizations can facilitate the investment concerning knowledge talents by using a coordinated subsidy approach. Through establishing individual intellectual investment model, this thesis proposes that intellectual investment will lead to worse results than Pareto optimality under a voluntary condition. This thesis puts forward that organizations ought to first determine the amount of self — raising fund, then provide organizational subsidy and ultimately let the beneficiaries share the intellectual investment.

(3) This thesis puts forward HeXie Management Theory — based transaction management model and corresponding countermeasures concerning knowledge talents. Knowledge talents result in more uncertainties. Traditional economic theories assume that every principal in the market holds enough information. Therefore, they can not directly describe the complex relations between organizations and their knowledge talents. The transaction of knowledge talents can not sustain unless the uncertainty and asymmetry of knowledge talent information have been scientifically quantified. This thesis complies with the two approach of HeXie management of knowledge talents — design and optimization and uncertainty diminishment, and introduces the concept of entropy. On these ba-

ses, this thesis establishes periodical models concerning selection decision, related transaction and price setting, preliminary realizes transactional optimization, and brings forward countermeasures for dealing with the transactional uncertainties.

(4) This thesis brings forward HeXie Management Theory — based fluxion management model and corresponding countermeasures concerning knowledge talents. Knowledge talents flow frequently, but traditional countermeasures over — emphasize using things to control people. This thesis discusses various results of knowledge talent fluxion through EOL — H analysis, and then raises more effective countermeasures according to the HeXie Management Theory — based knowledge talent management mechanism. This thesis points out that the fluxion of knowledge talents can generate both positive and negative effects. Surrounding the Xie Principle, this thesis analyzes the dynamic changes of the fluxion of knowledge talents by constructing factor model, individual fluxion decision model, organizational fluxion decision model, and hybrid decision model involving both individual and organizational components. This thesis also establishes models concerning the attraction of knowledge talents, and obtains the research finding that soft and hard environments are of the same importance for attracting talents. In addition, the thesis also proposes that He Principle means the provision of attractive soft and hard environments by organizations in order to increase their competence concerning talent attraction.

(5) Through empirical analysis, this thesis confirms the theoretical connotation of knowledge talents, and probes into the H — assumption of human nature and the HeXie management goal of

knowledge talents. This thesis verifies the theoretical connotation of knowledge talents and the H—assumption of human nature, and finds that factors affecting human nature include desire, vanity, comparison and affection. It is also proposed in this thesis that the HeXie management goals of knowledge talents can be categorized as individual goal and organizational goal. Individual goal includes personal physical and psychic benefits, personal development and well—behaved personal conflicts. Organizational goal includes organizational benefits, organizational development and well—behaved organizational conflicts. An important finding in this research is that well—behaved conflicts are considered as one of the HeXie management goals for both individual and organizational goals. This finding reveals that HeXie doesn't repel conflicts. Based on discussion about conflicts, this thesis also raises HeXie Management Theory—based conflict management model, and investigates the systematical way to find appropriate tools for He and Xie Principle and better realize HeXie management goals. This research reveals the value of the studies on HeXie Management Theory—based knowledge talent management, and provides new research references for management theorists in academic field and theoretical implications for managers in practical field.

KEY WORDS: HeXie Management Theory; Knowledge talents; Human nature assumption; Design and optimization; Uncertainty diminishment * ^①

① * indicates that this key word is not listed in the Chinese Subject Word Table.

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