

中国中青年经济学家论丛

多角战略与组织结构论

ON BUSINESS DIVERSIFICATION STRATEGY
AND ITS ORGANIZATIONAL STRUCTURE

BY WANG GONGYI 1996

王公义 著



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Abstract

The present thesis chiefly deals with the relations between the business diversification strategy of enterprise and enterprise's organizational structure. The major viewpoints are as follows:

1. The establishment of the business diversification strategy of enterprise is determined mainly by the objective surroundings and conditions both inside and outside the enterprise, and is the historical outcome when the economic develops to a certain stage. The external surroundings is exerted on four major aspects: 1) Saturation of the market demands (here is the market at home and abroad that affects the survival and development of products); 2) Cost increased to so high a degree as is beyond bearing; 3) The governmental antimonopoly measures (which involved the countries and regions associated with the products); 4) Diversified social demands. The influence of the

internal conditions also shows on four major aspects: 1) Bringing into play the potential surplus resources of the enterprise; 2) Difference between the management achievements and strategical goal; 3) Reducing the risk of enterprise; 4) Enlarging the scale of production. The eight objective factors mentioned above decide the content and form of the business diversification of enterprise. Based on the surroundings of the market at home and abroad with which the Chinese enterprises confront, the author puts forward the principles for choice of the business diversification strategy which suits Chinese enterprises.

2. Structure goes with strategy. Strategy is served by structure. Structure is premise whereas structure is result. Structure necessarily meets the need of strategy and adjusts itself, always closely following the change of strategy.

3. As the market economy and enterprise system still remain unsound in China, the business diversification of enterprise is at its initial stage. Its organizational structure is far from suiting the demand of the business diversification management of big-scale enterprises of the modern market economy. In the light of the reality of China's business diversification of enterprise and the demand of small-sizeness, simplification and elasticalization of the structure of enterprise organization, the author has designed a

multi-dimensional organization structure based on the system of enterprise department, in which the traditional production of products is separated from new products, and the democratical management is carried out which means workers are the masters of the enterprise. The three factors constitute the starting point of the new design, forming a multi-dimensional structure based on the enterprise department with the central system of new product development — the system of enterprise department of new products — the system of enterprise department of traditional products, which will suit the needs of the business diversification strategy of Chinese enterprises.

内 容 提 要

本书主要研究企业多角经营战略与组织结构之间的关系，主要观点如下：

1. 企业多角经营的确立，主要是由企业内外的客观环境和条件决定的，是经济发展到一定时代的历史产物。其外部环境的影响主要有四大因素：（一）市场需求饱和（影响产品生存和发展的国内外市场），（二）成本提高到难以承受的程度，（三）政府的反垄断措施（产品所涉及的国家 and 地区），（四）社会需求的多样化。其内部条件的影响也有四大因素：（一）企业潜在剩余资源的发挥，（二）经营业绩与战略目标的差距，（三）分散企业风险，（四）生产规模的扩大。以上八条客观因素，决定着企业多角经营的内容和形式。根据中国企业面对的国内外市场环境，作者提出了适合中国企业实际的多角经营战略的选择原则。

2. 结构跟着战略走。结构是为战略服务的，战略是前提，结构是结果，结构必须满足战略的要求，始终跟着战略的转变而调整。

3. 中国的市场经济和企业制度还不健全，企业的多

角经营尚处于初始阶段，其目前的组织结构很不适应现代市场经济条件下大型企业多角经营的需要。结合中国企业多角经营的实际以及企业组织结构新要求的结构小型化、简单化和弹性化的要求，作者设计了一种在事业部体制基础上的多维组织结构，把传统产品生产与新产品生产分开，再配以职工当家作主的民主管理，三者组成新设计的出发点，形成一个以事业部制为基础的新产品开发项目中心制——新生产品事业部制——传统产品事业部制的多维组织结构，以适应中国企业从事多角经营战略的需要。

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企业发展与多角经营战略

企业是社会经济机体的细胞，一个社会的经济要想健康发展，充满活力，只有其构成机体的基本单位——细胞——一个个独立自主，自负盈亏，以利润为主要目标的企业充满生机与活力才有可能。

在现代市场经济条件下，企业要想获得活力、生存和发展壮大，就必须在激烈竞争的生存环境中，根据自身的条件和环境条件，制定适合自己生存发展的企业战略，并将其一切组织及活动纳入这个总体战略之中，一切服从于总体战略，一切为实现总体战略的目标而奋斗，才可能取得成功。

企业多角经营战略是当代世界绝大多数大中型企业，特别是特大型企业的战略行为，也是这些企业生存发展的重要条件及现代化的标志之一。