

中国企业文化的特点和演变

—从联想海外并购整合（PMI）过程透析企业文化的变革—

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概要:

关于企业文化、国内外学者各有各的理解，可以说没有一个公认的严格定义。我们比较认同这样的观点：企业文化就是企业员工共同信奉和遵从的价值观念、思维方式和行动规范。从不同国度的两个企业组织的并购整合（PMI）过程中，我们可以观察到其企业文化是如何演化的、产生了哪些变革。海外并购的成功有一条其实很重要，就是制定详细的交易后的整合计划。涉及到项目的实施和整合，总体来说并购最终目的是要降低成本增加收入，来获得协同效应。但是，要通过并购交易后的整合真正产生协同效应不是一件容易的事，同时，文化冲突在海外并购整合过程中是必然发生的。

本文是通过对在并购 IBM 公司 PC 部门后的整合过程中，后发企业的联想是如何整合研发的人力资源，获得技术、品牌和知识产权，以及如何实现全球市场重组的协同效应的案例研究，透析中国企业文化的特点与在全球化战略实践过程中的企业文化变革。

关键词：后发企业、海外并购、并购后整合、企业文化、组织变革

We can say that there is not a strict definition of corporate culture or culture of organization. Scholars have their own understanding this complex and ambiguous concept. We are more agreeable to the definition which corporate culture are the values ,paradigm (view of the world, rules of recognition or ways of thinking) and action norm that corporate employees believe in and comply with. In the post-merger integration (PMI) process of two companies from different countries, we can observe the changes and evolution of corporate culture. The realization the synergistic effect is not easy, at the same time the cultural conflict in the PMI process is inevitable.

M&A is not only access to the knowledge, technology, brand and market, but more likely to bring the changes or reborn of the latecomer companies. Based on the case study of the business integration after Lenovo Group merged with the Personal Computer Department of IBM in 2005, this paper discusses that the PMI promotes the comprehensive changes of organization of the latecomer. Then we dialysis the characteristics of Chinese corporates and the changes of corporate culture in the global PMI process.

Keywords: latecomer, cross-border M&A, post-M&A integration, corporate culture, Changes of organization

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