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中国国有饭店的战略转型：目标与模式

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博士论文题目：中国国有饭店的战略转型：目标与模式

Objective and Model of SOHs Strategic Transformations in China

摘要

中文：

中国的国有饭店在世纪之交的今天正面临着日益紧迫的战略转型和组织变革。可以说，伴随着改革开放而来的政府机构、民营经济、跨国饭店集团三个方面的挑战，使得总体上低效率运行的国有饭店面临着从未有过的转型与变革压力。来自实践者的创新活动已经累积了国有饭店战略转型和策略变革的大量成功和失败的案例，无论是进程、案例还是前景，都需要理论工作者进行详细的梳理和深入的研究，进而为今后的发展提供理论指导。面对实践的需求，国内外的专家学者已经做了一些理论上的回应，并取得了相当的成就，但是无论从理论体系的系统性、转型模式的权威性，还是从变革程序的可操作性而言，已有的成果都存在着广度和深度的不足，特别是基于中国国情的对策研究方面距离实践的要求还存在着一定程度的创新空间。

正是由于上述来自于理论和实践两个方面的背景因素，促使作者花了近五年的时间对中国国有饭店的形成、发展、运行机制、制约因素、创新实践和发展前景等问题进行系统的考察和研究。在借鉴了新制度经济学、组织行为学、国有企业改革、国际饭店管理等相关理论的基础上，试图从理论上对诸如“为什么在中国在竞争性的饭店领域选择了国家所有制？”“为什么在市场经济条件下国有饭店摆脱不了低效率运行的状态？”“哪一种模式才是中国饭店产业创新的收益最大的选择？”“国有饭店的转型与变革过程中的难点有哪些？如何解决？”之类的问题给予相对系统的回答。

本文的研究框架共分八章。第一章主要介绍了本课题的研究背景、课题意义、文献综述、研究方法、技术路线、研究框架及主要观点等内容。第二章以大历史的视角重点对从新中国成立以后的国有饭店市场化进程做了历史和逻辑两个层面的分析。提出了国有饭店企业群落的三元结构论；非可逆的市场化进程及其运作目标的持续嬗变等观点。第三章则分别从制度、市场和利益主体的动机与行为等方面对国有饭店的发展环境进行了研究。本章的创新观点有：全球化背景 and 市场化进程双重影响下的中国国有饭店“M”形制度变迁趋势；区域竞争主导下的集团化运动；以及来源于第一手调研资料的对国有饭店利益相关者的现实心态和行为研究。第四章提出了国有饭店转型与变革的总体发展目标、分类分阶段目标，以及若干具体的路径选择。第五章分别选择了欧美和亚洲的一些国家和地区、前苏联和东欧地区以及发展中国家的服务贸易采购和国有饭店管理体制的变迁案例进行考察。第六章对国内已有的国有饭店制度创新案例进行了分类研究，提出了以“制度优先于技术，转型优先于变革”为核心的国有饭店制度变迁的六大命题。第七章侧重宏观的管理体制、产权关系、发展战略等层面的制度创新研究。提出并论证了股权多元化、管理专业化；开放所有权和管理权；加强与跨国饭店集团和国内民营企业的合作；培育中国职业经理人市场等核心观点。第八章侧重研究微观运作主体的转型策略、变革程序结构及其控制

机制研究。

本项课题的研究成果预计主要应用于以下领域：主管机构处理国有饭店资产政策的理论参考；国有饭店转型与变革操作者的理论指导；跨国公司、民营经济、其他非国有经济在谋求与国有饭店合作时的产业背景参考；饭店与旅游管理高等教育的理论读物和研究案例。

关键词：饭店 国有饭店 战略转型 目标 模式

Abstract

The state-owned hotels (SOHs) in China are facing an increasing urgent task of institutional transformation and organizational restructuring. The innovative activities of the hotel industry have provided numerous cases on the SOHs transformation, which need further classification and deep study to provide a theoretic support to build its future. Scholars have made some relative researches on this field, although they have made some progresses and achievements in the systematic of theoretical structure, the authority of transformation models and the feasibility of restructuring procedures are relatively limited.

For the previous theoretical and practical background, the author has systematically observed and studied the constitution, development, operational mechanism, restricting factors, innovative activities of China's SOHs in the past five years. Based on the theories of neo-institutional economics, organization behavior, organizational restructuring, reform of state-owned enterprises and international hospitality management, the author made great efforts to answer the following questions: Why are state-owned institutions involved in such a competitive industry as hospitality in China? What are the reasons that lead to low efficiency of SOHs in market economy? What is the right model for China's SOHs to maximize the benefit of industrial innovation?

The dissertation consists of 8 chapters. The first chapter is an introduction that describes the research background and its significance, literature review, methodology, technical aspects, research framework as well as major findings of the study. The second chapter is a historical and logical analysis of the market process of SOHs after the establishment of the P.R.China. It proposes such arguments as three-dimension structure of SOH groups, the irreversibility of its market process, and the continuous evolution of its operational targets. In the third chapter, the author studies the environments of SOHs development in the aspects of regulation, market, technology as well as motivation and behaviors of the favored party. The theoretical contributions of the chapter mainly include M-shape institutional transformations trends of China's SOHs affected by globalization and market simultaneously, and psychological and behavior study on the favored parties of SOHs based on first-hand data. The fourth chapter presents the general, the periodical and breakdown goals of SOHs transformation and restructuring, as well as the feasible approaches, while the fifth chapter studies the cases on the service trade purchase and transition of SOH regulatory system, classified in three groups: the former Soviet Union and East European countries, and other developed or developing countries. In the sixth chapter, groups examine the domestic cases on the institutional innovation of SOHs and six assumptions are proposed, with the major point that institution is prior on the technology and transformation restructuring. The main content of the

seventh chapter is the brand-new study of institutional innovation at the level of macro regulatory system, property rights and development strategies. It discusses diversification of shares, specialization of management, declaration of ownership and operation rights by government, reinforcement of cooperation among SOHs, multinational hotel groups and domestic private business, and the fostering of domestic professional manager market. The eighth chapter focuses on the process and control of micro-player's transformation.

The results of the study could be applied as theoretical reference for government's policy-making on property-handling of SOHs, as theoretical guidance for the executors of SOH transformation and restructuring, as evaluating background for multinationals' and private businesses' considering cooperation with SOHs and as texts and cases for higher education in the field of hospitality and tourism management.

Key Words: Hotel, the State Owned Hotels, Strategy Development, Objective, Pattern

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