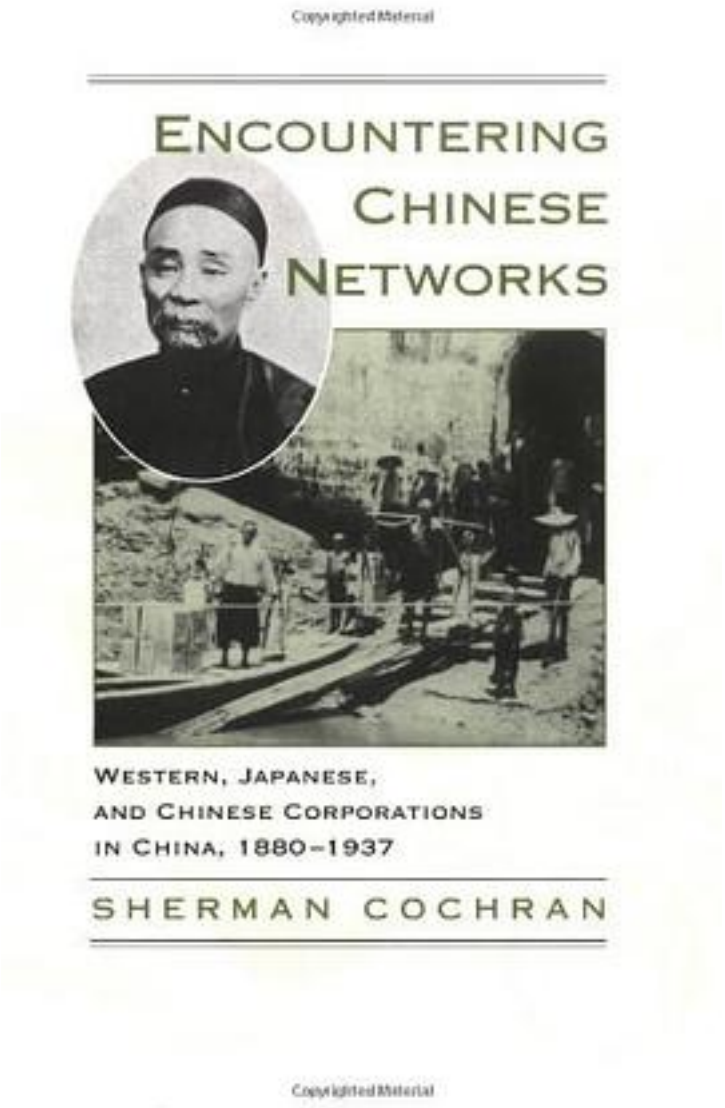
Encountering Chinese Networks



Encountering Chinese Networks_下载链接1_

著者:Sherman Cochran

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Big businesses have faced a persistent dilemma in China since the nineteenth century: how to retain control over corporate hierarchies while adapting to local social networks. Sherman Cochran, in the first study to compare Western, Japanese, and Chinese businesses in Chinese history, shows how various businesses have struggled with this issue as they have adjusted to dramatic changes in Chinese society, politics, and foreign affairs. Cochran devotes a chapter each to six of the biggest business ventures in China before the Communist revolution: two Western-owned companies, Standard Oil and British-American Tobacco Company; two Japanese-owned companies, Mitsui Trading Company and Naigai Cotton Company; and two Chinese-owned firms, Shenxin Cotton Mills and China Match Company. In each case, he notes the businesses' efforts to introduce corporate hierarchies for managing the distribution of goods and the organization of factory workers, and he describes their encounters with a variety of Chinese social networks: tenacious factions of English-speaking compradors and powerful trade associations of non-English-speaking merchants channeling goods into the marketplace; and small cliques of independent labor bosses and big gangs of underworld figures controlling workers in the factories. Drawing upon archival sources and individual interviews, Cochran describes the wide range of approaches that these businesses adopted to deal with Chinese social networks. Each business negotiated its own distinctive relationship with local networks, and as each business learned about marketing goods and managing factory workers in China, it adjusted this relationship. Sometimes it strengthened its hierarchical control over networks and sometimes it delegated authority to networks, but it could not afford to take networks for granted or regard them as static because they, in turn, took their own initiative and made their own adjustments. In this book Cochran calls into question the idea that the spread of capitalism has caused business organizations to converge over time. His cases bring to light numerous organizational forms used by Western, Japanese, and Chinese corporations in China's past, and his conclusions suggest that businesses have experimented with new forms on the basis of their historical experiences--especially their encounters with social networks.

作者介绍:

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标签

商业

历史

中国

经济史

制度

近代

经济

民国史

评论

Interesting case studies. A bit dry but informative.

作者讨论了一个非常有意思的论题：我们常常认为，西方公司成功之处在于他们等级式的公司管理制度(corporation），而中国商人却偏向于利用“关系网”经营他们的商业（networks），但作者用实例说明了，这样的二元分类过于僵硬和死板，实际上每个公司都是非常灵活的运用二者。

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书评

http://bizchedan.blogbus.com/logs/59729750.html
1840年以后，外国企业逐步进入中国。经济史家长期强调它们与传统商业的对立，表现在组织形态，分别基于科层制和关系网。本书多译为管理层级，本文沿用更常见的术语称科层制。 历史学家高家龙的著作<大公司与关系网>记述1880...

Encountering Chinese Network: Western, Japanese, and Chinese Corporations in China,1880-1937 高家龙 Sherman Cochran 上海社会科学院出版社，2002 第一章 导论 以往的研究认为在中国的大公司在进行管理和销售的时候，公司管理层级方式压倒或者社会关系网方式压倒，作者通...

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