

论文

战略执行与创新能力提升的动态分析

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摘要:

对战略与组织作用于创新能力提升的动态机制研究发现: 中国企业转型升级缓慢、创新能力不足的一个重要原因是短期绩效目标对战略目标的侵蚀。企业可通过降低绩效目标来打破恶性循环, 形成绩效与创新能力相互促进的良性循环; 另一个更加可行的策略是, 企业通过组织结构和激励制度的调整和变革, 形成能力优先的资源分配原则, 进而从根本上确立战略目标的优先地位, 保证创新能力的快速提升。

关键词: 创新能力 战略执行 系统动态模型 中国企业

The Dynamics of Strategy Implementation and Innovation Capability Enhancement

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Abstract:

Based on literature review and case studies, this paper first analyzes the reasons for the slow enhancement of the innovation capability of Chinese enterprises. It then analyzes how the dynamics of strategies and organizations act on innovation capability. A dynamic system model is built up from this analysis. The simulation results of the model show that an important reason for the lack of innovation capability of Chinese enterprises is that their short-term performance goals erode their strategic goals. By setting lower performance goals to break the vicious cycle of performance and innovation capability, enterprises will form a virtuous cycle of mutual reinforcement. A more feasible method is that the enterprises, through adjustments and changes of the organizational structure and incentive system, set up a resource allocation principle which gives priority to capability so as to fundamentally ensure the priority of strategic objectives and quick upgrade of innovation capability.

Keywords: innovation capability strategy implementation system dynamics Chinese enterprises

收稿日期 修回日期 网络版发布日期

DOI:

基金项目:

通讯作者:

作者简介:

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