

# Discussion on the Objective of Cultural Construction in Private Enterprise

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**Abstract** Based upon explanation regarding positioning of construction objective of private enterprise culture, the author suggests imperative dialectic reconciliation of two relations, namely, relation between individuality and commonness, and relation between publicity and observation. Finally the author proposes model framework of construction objective of private enterprise culture. The paper regards that the basic framework of construction objective of private enterprise culture should include the spirit of solidarity with collectivism, the spirit of enterprising with the tradition of hardship and strife, the spirit of innovation with consciousness of reform and exploitation, the spirit of service with the conception of "all for customer", and the spirit of excellence with modern timeliness conception

**Key Words** Private enterprise culture; Construction objective; Spirit of enterprise

## 1 Introduction

Essentially, private enterprise is a sort of civilian oriented economy. The so-called civilian oriented economy refers to the economy based on people, by the people and for the nation and the people. The civilian oriented economy is characterized by private investment, independent business, self profit-making and responsibility for risk, and private investment is relative to state-owned and collective enterprises; as to investors, founders of private enterprises are individuals; some private enterprises have only one founder, while others have several investment partners.

In China, private enterprises grew hard with great efforts and opportunity from the very beginning and are becoming an all important component of national economy; however, private enterprises can only develop and expand by construction of corporate culture and management level in the scenario of economic globalization in modern era. To build excellent and effective private enterprise culture, it's ultimately significant to intensify research of building objective of private enterprise culture. In this article, the author intends to expound personal perspective on three aspects, i.e. positioning regarding construction objective of private enterprise culture, two relations to properly reconcile in realizing construction objective of private enterprise culture, as well as model framework of construction objective of private enterprise culture, so as to share constructive opinions with researchers in this field.

## 2 Positioning of Construction Objective of Private Enterprise Culture

Core competition strength of private enterprise comes from corporate culture. Since private enterprises play important role in overall construction of better-off society in Chinese economic growth and realization of national modernization, we should not only pay attention to past history of private enterprises, namely, growth of private enterprises, including their advantages and disadvantages, but more importantly concern with present situation and future development of private enterprises, namely, survival and revival of private enterprises. Practically and realistically, private enterprises took advantage of flexible management mechanism and ever enterprising business spirit, adopted operation pattern suitable for market economy law in the past, so that experienced all-time prosperity and development, and became the most competitive part of China national economy. On the other hand, however, we have to admit the fact that most of private enterprises are prosperous for short span of time. For instance, the bankruptcy of "Giant" Group in Zhuhai, "Feilong" in Shenyang and "Sanzhu Oral Syrup" in Hunan that were lucrative and influential in the past are examples of "transient blossoming." As for the phenomenon of "short-lived" private enterprises, some think it's the result of outdated management, while other think it's the result of misled marketing strategy, unrestricted financial control and etc, in fact, these are superficial causes, and real cause is private enterprise culture drops behind internal development demand, which is represented by short-lived private enterprises that dismiss construction of corporate culture. Yu Guangyuan, a famous Chinese economist, has said that "national strength depends upon economy, economic prosperity upon enterprises, and enterprise development upon corporate culture<sup>[1]</sup>." the 21<sup>st</sup> century is not only an era of knowledge-based economy and network

based economy, but also an era of culture based economy. Culture is becoming a powerful momentum to boost productivity development. According to economists' forecast, the enterprises in the 21<sup>st</sup> century are culture based enterprises, and culture is playing an ever important role for modern enterprises. The brand of enterprises can only be promoted by culture; credit of enterprises can only be publicized by culture; the spirit of enterprises can only be cultivated by culture; the image of enterprises can only be shaped by culture.

Essentially, an enterprise is an aggregate of persons. Human is most active among all production elements, only human can integrate all other elements of productivity in the form of realistic productivity. The vitality of enterprise ultimately comes from human, namely, human initiative, only human initiative is mobilized can an enterprise be empowered with infinite energy. Mobilization of human initiative is usually subject to human value conception. Apparently, only human is willing to do something in value conception can he fully exert internal initiative; if human disagrees to do something in value conception, the ultimate outcome may not be satisfactory if only he's forced to do the thing. In this case, though he's negatively ordered to do the thing, he's lack of internal initiative and will not do well, for he's lack of internal initiative during doing the thing, and his initiative is not mobilized. For this reason, the corporate culture as value conception shared by the employees cannot but involve in enterprise energy and exist as internal source of enterprise energy, and corporate culture can mobilize employees' initiative. by comparison, other instruments, such as economic incentive and system enforcement, are impossible to mobilize human initiative in the long run and with efficiency.

Theoretically, many management scientists and entrepreneurs at home and abroad have discussed the viewpoint that management immersed in cultural factors-corporate culture, can help enhancing enterprise accomplishment. Corporate culture is an innovative theory of business management, which is re-understanding of modern enterprises, new breakthrough of management science and innovative management kernel. For instance, Schein Edgar H., a famous American management scientist, commented in his book *The Corporate Culture Survival Guide*, that "numerous cases proof that in different development phases of enterprises, reconstruction of corporate culture is different prime movers in boosting enterprise progress, corporate culture is core competition strength and capacity that is the most difficult to imitate<sup>[2]</sup>." corporate culture seems not to be the most direct factor for enterprise growth, while it's the most enduring and decisive factor. The financing volume, level of technology, quality product, complete service and wise decision are usually based on strong cultural heritage of the enterprises. To enhance core competition strength of the enterprise, we must properly construct corporate culture. In practice, any enterprises (State-owned enterprises, collective enterprise, exclusive foreign enterprises included) of properly constructed corporate culture enjoy lucrative economic and social benefits. By contrast, any enterprises of poorly built corporate culture suffer poor economic and social benefits. Two professors from the Management School of Harvard University spent more than 4 years to work together in research of 4 projects of more than 60 companies, and their research of 11-year investigation revealed that enterprises with excellent corporate culture enjoy 682% increase of gross revenue, and the figure of other counterparts is only 1%; the stock price of the enterprises is 756%, and that of the counterparts is only 1%. The research outcome indicates significant role of corporate culture to long term business performance<sup>[3]</sup>. This is the case in China. The enterprises with high growth share one common characteristic of incisive understanding of corporate culture and attachment of great importance to construction of corporate culture. For example, the corporate culture of Shanghai Baosteel Group Corporation is strong drive force to create world class enterprise. According to Shenzheng Huawei Technologies Co., Ltd, corporate culture is the most important fortune, which is superior to any other tangible and intangible assets. Another example is Qingdao Haier Group, it's popular at home and abroad and becomes a teaching case of Harvard University; the major reason is the founder of Zhang Ruimin, who firstly developed the conception of "corporate culture precede" in 1984, when Haier was in deficit of RMB 1.47 million. Haier's commitment of "faith forever" is the core of its emphasis and practice of corporate culture.

### **3 Dialectic Reconciliation of Two Relations to Realize Construction Objective of Private Enterprise Culture**

Two problems must be treated properly in establishing construction objective of private enterprise culture.

(1) The problem of individuality and commonness.

At present, a ubiquitous problem with private enterprise culture is lack of individuality. And

corporate culture of most private enterprises is similar with each other. Although private enterprises establish documented business conception, business spirit, operation value and etc in the process of operation, they're largely identical and similar and lack of individuality. The importance of individualized corporate culture is represented by the level of spirit, particularly business spirit. Many private enterprises are featured by excessive commonness and insufficient individuality in generalizing business spirit, such as four types of business spirits of ① solidarity, pragmatism, devotion, exploitation; ② solidarity, inspiration, exploitation, devotion; ③ solidarity, pragmatism, exploitation, strife; and ④ solidarity,, devotion, exploitation, strife. Can you imagine these are business spirits for four different industries in different regions? This kind of "similar to each other" business spirit can not represent unique tradition, style and pursuance of different industries, rather, it's the touch of generalization. The business spirit without individuality will lack attraction and cohesion and hard to adapt to demand for business development. The "swarm" and "uniformity" complex is a common fault with management field in China, and the conception of "unity" restrains entrepreneurs' pursuance of independent individuality, causing undistinguishable and lack of individuality of corporate culture. In establishing construction objective of corporate culture, private enterprises should get rid of the traditional conception of "uniformity," turn from identical thinking to diversification thinking, avoid completeness instead of innovation, boldly pursue respective individuality to create unique corporate culture. On the one hand, private enterprises should follow radical requirements on construction objective of corporate culture without giving up the basic contents regarding construction objective of corporate culture, namely, maintain commonness of corporate culture; on the other hand, private enterprises should not be limited by requirements on construction objective of corporate culture and must integrate the requirements into construction objective and real internal situation, so as to develop respective business spirit that is different from that of the counterparts, namely, maintain individuality of corporate culture; only by doing this can construction objective of private enterprise culture be based upon theory, free from "source" while maintain respective characteristics and diversification to actually realize sustainable vitality for business development.

(2) It's necessary to properly reconcile the relation between publicity and observation.

The so-called "publicity" refers to publication of business spirit of private enterprise in internal material medium. For instance, some private enterprises have internal business spirit put up on the wall of workshop, meeting room, and some private enterprises have internal business spirit printing in the Enterprise Brochure to inform the employees. The so-called "observation" refers to value conception developed in private enterprises, and which is mentally accepted by all employees, as well as conscious implementation and execution in various fields such as production, service, distribution, management and etc. The private enterprise culture, to some measure, is developed directly by the enterprise founder or discussed by all employees, it's convenient to conclude business value conception, namely, it's easy to "publicize" construction objective of private enterprise culture. However, it's hard to make all employees understanding and unconsciously observing, in other words, it's difficult to "engrave" the construction objective. Presently, construction of corporate culture is formal and superficial in many private enterprises. The "slogans and banners" regarding business value conception are found on enterprise wall, ad signboard and enterprise brochure, and most of the employees are utterly ignorant to the business value conception. The cause of this phenomenon is very complex. Some private enterprises carry out construction of corporate culture in the mentality of swarm in that other enterprises and local government have respective spirit, so that it's unreasonable to "move against the current" and blindly follow others. In fact, the said private enterprises do not understand the true meaning of corporate culture; instead, they're satisfactory with verbal publicity rather than make efforts to engrave corporate culture into the employees' memory. Some private enterprises establish respective business value conception, and they're willing to turn corporate culture to group consciousness of all employees, so that voluntary action will be turned to by all employees, but they fail to find out appropriate methods; in this case, it's necessary for the private enterprises to taking feasible measures in construction of corporate culture and properly deal with the relation of both; first, private enterprise culture should focus upon acquainting the employees with basic theoretical knowledge of corporate culture by training; second, before "publicity" of construction objective of private enterprise culture, namely, in the process of concluding internal business value conception, all employees should participate in and understand the particulars of internal business value conception; third, after "publicity," reward and punishment system should be exercised to engrave the construction objective of corporate culture into the employees' memory. For instance, some successful private enterprises stipulate that employees can be spared of other errors, except the violators of business value conception must be investigated and punished.

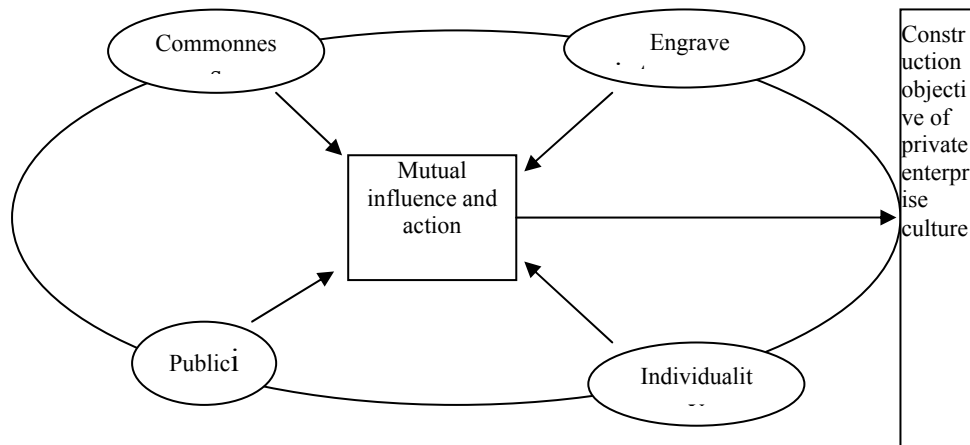


Figure 1 Construction Objective of Private Enterprise Culture

#### 4 Model Framework of Construction Objective of Private Enterprise Culture

The so-called model framework of construction objective of private enterprise culture refers to planning and designing of prospective development mode of private enterprise culture, which reflects whole property of basic value system with intrinsic characteristics pursued by the enterprises. According to general principles for shaping construction objective of private enterprise culture, we conclude successful experiences and cultural uniqueness of excellent private enterprises in China, and the basic framework of construction objective of private enterprise culture should include the following contents:

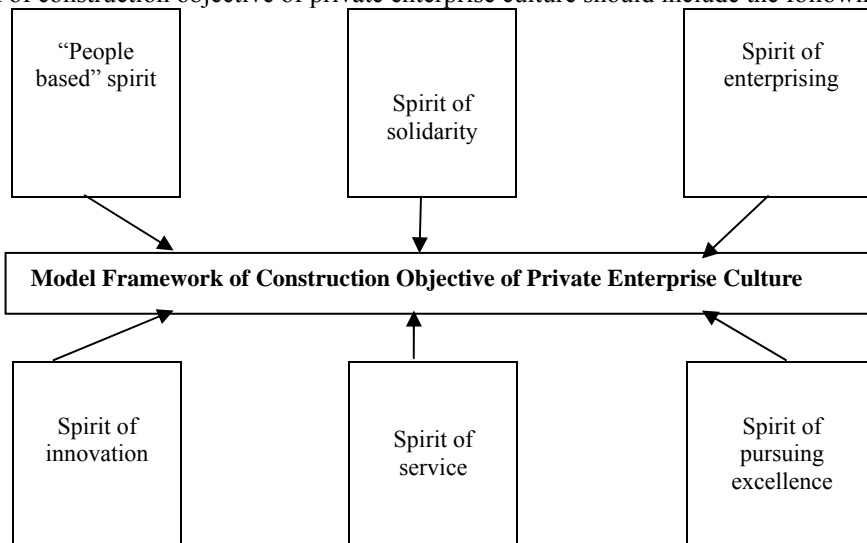


Figure 2 Model Framework of Construction Objective of Private Enterprise Culture

(1) The "people oriented<sup>[4]</sup>" spirit with ownership consciousness as the core.

Person is the most basic, important and active factor among various elements involving in enterprise production and management, and human is accountable to understand and control funding, technology, management capacity, product advantage and etc. Human is dependable for business operation, business vitality and business management. This simple and profound theory is developed by management scientists through decades of research, and which is the major theoretical foundation of the most radical content of "people based" spirit regarded by us as the model objective of corporate culture.

(2) The spirit of solidarity with collectivism as the core.

The collectivism and solidarity cooperation are important representation of socialism and communism thought, and which is determined by consistent individual and collective objectives as well as individual and collective interests in socialism enterprises, and which is necessary for collective socialism production. Modern enterprises are far from manual workshop in terms of not only large scale,

but also very complex work division and teamwork. Besides, the enterprises exposed to intense market competition need to take advantage of collective power and sincere solidarity, so as to win the edges in competition. Therefore, the employees are conscious of devoting personal power to the enterprises only by reinforcing their collectivism conception, understanding the relation between individual, collective and social aspects, as well as establishing the spirit of solidarity with collectivism as the core.

(3) The spirit of enterprising with the tradition of hardship and strife as the core.

Hardship, strife, fortitude and endurance are powerful spirit mainstay for generations of Chinese, as well as cherish-worthy tradition of Chinese enterprises; China is still a developing country, where there're ample resources and low level of per capita possession. Although great accomplishment is achieved through reform and opening up, there's big gap of economic development level between China and developed countries. Therefore, we need to develop the tradition of hardship and strife.

(4) The spirit of innovation with consciousness of reform and exploitation as the core.

Reform, exploitation and innovation are characteristics of modern times as well as the source of enterprise vitality. Rapid technological development and ever intensive market competition demand enterprises maintaining sense of innovation all the time, reform all unsound aspects, establish innovative management mechanism, practice new operation and management level, invent new technology, develop new product, construct new industry, expand new market, so as to drive vigorous, blossoming and prosperous enterprise.

(5) The spirit of service with the conception of "all for customer" as the core.

Wholeheartedly serve the people is the fundamental conception of CPC, which is represented in economic activity of private enterprises mainly in terms of wholehearted service for the customer. Establishment of the spirit of service by private enterprises is not only demand of socialism system, but also objective requirement of developing market economy. By rendering wholehearted customer service, the social and economic benefits of private enterprises are united as an integrated whole.

(6) The spirit of excellence with modern timeliness conception as the core.

It's an all important symbol of private enterprise in adapting to the economic circumstance of intense modern competition and vitality and energy in terms of urgent consciousness of timeliness and efficiency of the private enterprise and its employees' spirit for pursuing excellence and striving to be the best. Under the condition of socialized production and commercial economy of continuous development, loss of time is equivalent to loss of fortune, and loss of efficiency is equivalent to shortening of life expectancy, and those who fail to pursue excellence means willingness of lagging. The economic and social development will be stagnant in the long run, the enterprises be eliminated in competition, and individuals be dismissed by the society. The spirit of excellence with modern timeliness conception as the core should constitute an important part of private enterprise culture.

## 5 Conclusions

From the analysis above, we can get that the problem of individuality and commonness must be treated properly in establishing construction objective of private enterprise culture. It's necessary to properly reconcile the relation between publicity and observation. The "people oriented" spirit with ownership consciousness as the core. The basic framework of construction objective of private enterprise culture should include the spirit of solidarity with collectivism, the spirit of enterprising with the tradition of hardship and strife, the spirit of innovation with consciousness of reform and exploitation, the spirit of service with the conception of "all for customer" , and the spirit of excellence with modern timeliness conception.

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## Research on the Training Mode of Intellectual Property Applied Talents\*

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**Abstract** On the background of vigorously implementing of intellectual property strategy and strengthening the talent construction of intellectual property in China, this paper deeply analyses the job market of intellectual property talents and training needs, based on the universities' existing resources and constraints, taking advantage of other external resources, such as resources of administrative law execution departments and enterprises, it proposed "officer-production-study combination "1 +2 +1" training model of intellectual property applied talents, which aims to solve "three disjunction" issues, such as the disjunction between current talents training and talents demand, the junction between theoretical study and practice, the junction among classroom teaching and intellectual property law and practice, so as to enhance the employment ability and employment rate of students. This paper mainly discusses the background and significance, purposes and guiding ideology and specific ideas and practices of "1 +2 +1" training model of intellectual property applied talents.

**Key words** Intellectual property; Applied talents; Training model

### 1 Introduction

Entering the 21st century, as economic globalization and technology deeply developed, international competition is becoming fierce. Intellectual property system has become as a strategic weapon which can enhance the independent innovation capability and international competitiveness of the nation and enterprises. So the training and use of intellectual property talents is becoming the top priority.

From the government point of view, intellectual property administrative system of China firmly seizes the important strategic opportunities, actively implements talent strategy, insists on talent servicing for development of intellectual property, and continuously reforms and innovates to strengthen the team building of intellectual property professional talents. In 2006, the "Intellectual Property Talent in the" Eleventh Five-Year "Plan" clearly states that during the "Eleventh Five-Year", the main tasks and measures of intellectual property talent work include: implementing intellectual property talent training project, strengthening the team building of intellectual property administration and law enforcement talents, strengthening the team building of patent examination talents, training intellectual property professionals of enterprises and institutions, strengthening the team building of intellectual property intermediary service system and talents, strengthening the team building of high-level intellectual property talents and deeply developing the education and training of intellectual property and so on. In June 2008, " Intellectual Property Strategy Outline of China " promulgated by the State Council decided to build an innovative nation by implementing intellectual property strategies, in which "strengthening the intellectual property talents construction" is an important strategic measure. By building training bases of intellectual property talents in several countries, China will accelerate the construction of a high level intellectual property teaching staff, establish two disciplines of intellectual property, support for some universities to establish doctorate and master' degree awarding units of intellectual property, massively train intellectual property professional talents of various levels and types, focus on training intellectual property management and intermediary service talents which are the most needed in enterprises.

In view of the social actual demand of Intellectual property talents, in recent years, some enterprises which have suffered the pain of intellectual property have begun to pay attention to intellectual property, and have begun to introduce a substantial number of Intellectual property talents; the other enterprises which have already tasted the sweetness intellectual property have paid more attention to the use of the intellectual property system and corporate intellectual property management, and intellectual property applied talents has a sharp increase in demand. According to international practice, intellectual property professional talents should be accounting for 4% of the total number of science and technology, while less than 1.0% of China's present; relative to some "highly-competitive intellectual

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