



Executive DBA, Université Paris-Dauphine
巴黎九大高级工商管理博士学位项目

**Corporate Competitive Strategy and the
Systems of Strategic Human Resource
Management: Multi-case Study Based on
Electric Vehicle Enterprises**

(Thesis submitted for the degree of Executive Doctorate in Business
Administration)

Cohort: 2015

Candidate: ZHANG Qian

Supervisor: Prof. Jing Runtian

July 2nd, 2018



CONFIDENTIALITY AND AUTHORISATION

There is a need to protect the confidentiality of information provided by the interviewees and their organizations. For this reason, the data and other material included in the thesis have been presented in such a way as to protect the interests of the participants. This thesis has been accepted as confidential, and will be handled according to the Université Paris-Dauphine' confidentiality policy.

Furthermore, the writer fully understands the relevant policy of Université Paris-Dauphine, regarding to the reservation and usage of the dissertation, namely that the University has the right to retain copies of the thesis, and allow the thesis to be accessed and borrowed; The university may publish all or part of the contents of the thesis, and can save the thesis by photocopying, microprinting or other means.

Signature: _____ Signature of Supervisor: _____ Date: _____

ABSTRACT

Over the past several years there has been increased recognition that there is a need to match the characteristics of top managers with the nature of the business. According to Reginald H. Jones, former chairman and CEO of the General Electric Company, when we classified our businesses, and when we realized that they were going to have quite different missions, we also realized we had to have quite different people running them. It is agreed in the business circle that the corporate strategy plays a decisive role in the management and development of a company, and the corporate performance of a company with a strategy is far higher than those without one. As a primary factor, a corporate strategy is crucial to the positioning of the human resource management (HRM), and vice versa, and the positioning of HRM is significant in implementation of the corporate strategy. Taking Birdie Electric, Aima Technology, and Bosn Power Technology as study subjects, this paper will adopt an approach of multi-case study to analyze strategic choices and the positioning of the role of HRM by conducting in-depth interviews with corporate directors and human resource (HR) managers, as well as carrying out questionnaire surveys to randomly selected employees. Strategic choices and the positioning of the HRM role of three enterprises will be analyzed and studied accordingly. E-bikes have the potential to displace conventional motorised (internal combustion) modes, but there are open questions about their role in displacing traditional bicycles. E-bikes proves to provide health benefits and an order of magnitude less carbon dioxide than a car travelling the same distance. Safety issues have emerged as a policy issue in several jurisdictions and e-bike numbers are now mounting up to an extent that adequate safety data are able to be collected. The electric car industry emerged only several years ago. Starting from scratch, this industry has achieved dramatic development and rapid progress, and has gained popularity with its extensive use. The subjects are chosen as representatives of strategy types for their success since the early stage of the industry. This paper aims to explore a general development rule in the industry by analyzing three enterprises to find out different strategy types and the positioning of the role of HRM.

Key Words: case study, corporate strategic choice, human resources management

ACKNOWLEDGEMENT

Time flies fast, but even faster in alma mater. It seems that just in a blink of eyes, the thesis has been nearly completed, indicating the ending of my study journey as a student. Countless people who appeared during these years really deserve my appreciation. I listed some of them here to express my gratitude.

Firstly, I want to express my gratitude to my teachers who gave me thoughtful kindness and patiently guidance, especially my supervisor Jing Runtian who gave guidance and suggestions to me during the completion of this thesis without any complaint. I see the nobility from them.

Secondly, I want to express my gratitude to my closed associated classmates who made my school career rewarding. Because of your companion, I was no longer alone!

In addition, I want to express my gratitude to my wife who supported me silently; she undertook most housework and the education of our daughter.

Moreover, I want to express my gratitude to my parents who were the impetus of my progress and gave me the chance to receive education. Without them, I could not have been what I am now. Thank you!

In the time of writing this thesis, I read massive documents and monographs, which inspired me and made my thought clear. I am here to express my appreciation to these scholars, and gratitude to my colleagues who provided me with data support.

TABLE OF CONTENT

CONFIDENTIALITY AND AUTHORISATION.....	I
ABSTRACT.....	I
ACKNOWLEDGEMENT.....	II
TABLE OF CONTENT.....	III
TABLE OF TABLES.....	V
TABLE OF FIGURES.....	VI
Chapter I Introduction.....	1
1.1 Background and Significance.....	1
1.2 Research Thought.....	4
1.3 Writing Frame.....	6
Chapter II Literature Review.....	8
2.1 Types of Business Competition Strategies.....	9
2.2 Theoretical Perspective of Strategic Human Resource Management.....	11
2.2.1 Universality.....	13
2.2.2 Contingency Theory.....	15
2.2.3 Configuration Theory.....	16
2.3 Research on Human Resource Management Role.....	19
2.3.1 Human Resource Management Role under the Perspective of Content.....	21
2.3.2 Human Resource Management Role under the Perspective of Process.....	24
2.3.3 Human Resource Management Role under the Perspective of Context.....	26
2.3.4 Human Resource Management Role Matching Up with Corporate Competition Strategy.....	27
2.3.5 The Classification of Human Resource Management Practice.....	29
2.4 Problems in Existing Researches.....	36
2.5 Definition of Core Concept.....	39
Chapter III Research Design.....	41
3.1 Research Method.....	41
3.2 Data Collection.....	41
3.2.1 Case Selection.....	41
3.2.2 Data Collection Channels.....	44
3.2.3 Variable Measurement Method.....	47
3.3 Data Analysis Process.....	48
3.4 Sample Descriptive Statistics.....	49
Chapter IV The Organizational Development Process of the Case Enterprise.....	53
4.1 Basic Situation of EV Industry.....	53
4.2 Quality Improvement Strategies of Birdie.....	58
4.3 Aima’s Market Innovative Strategies.....	64
4.4 Bosn’s Cost-reduction Strategies.....	69
4.5 Management Problems Faced by Case Enterprises.....	71
Chapter V Analysis and Comparison on Human Resource Management Model of Case Enterprise Strategy.....	74
5.1 Quality Improvement Strategies and Required Behaviors.....	74
5.2 Market Innovative Strategies and Required Role Behaviors.....	78

5.3 Cost-reduction Strategies and Required Role Behaviors	79
Chapter VI Case Study and Results	82
6.1 Case Study of Interview Results	82
6.1.1 Birdie	82
6.1.2 AimaTech	83
6.1.3 Bosn	85
6.2 Analyses of Questionnaire Results	88
6.2.1 Competition Strategy Options.....	88
6.2.2 HR Practices.....	92
6.2.3 Organizational Performance.....	93
Chapter VII Conclusions and Discussions.....	96
7.1 Theoretical Interpreting Mode.....	96
7.2 Major Theoretical Highlights	97
7.3 Management Suggestions	99
7.3.1 Cost Reduction Strategy	99
7.3.2 Quality Enhancement Strategy.....	100
7.3.3 Market Innovation Strategy.....	100
7.4 Limitations and Future Research Prospects	101
BIBLIOGRAPHY	121
APPENDIX 1 Corporate Honor of Birdie	103
APPENDIX 2 Officially Issuing Questionnaires	108
APPENDIX 3 Interview Topics	115
APPENDIX 4 Pictures of Author and Some Interviewees.....	116
DECLARATION.....	128
RESUME	129

TABLE OF TABLES

Table 2- 1 Characteristics of Employment Systems	17
Table 2- 2 Connotation and Basic Characteristics of Human Resources Management Role	23
Table 2- 3 Summary of Human Resource Management Roles in Foreign Literature	23
Table 2- 4 Role Behavior of Employees in Competition Strategy	27
Table 2- 5 Ideal Summary Values.....	28
Table 2- 6 Menu Plan Options of Human Resource Management Practice	30
Table 2- 7 Ideal Scores of Six Fit HR Systems	33
Table 3- 1 Interview Question and Related Theory Concept	44
Table 3- 2 Questionnaire Distribution	45
Table 3- 3 Position Information of Interviewed Personnel.....	46
Table 3- 4 Variable measurement	47
Table 5- 1 Corporate Culture Orientation of Birdie	77
Table 5- 2 Corporate Culture of Bosn Electric Co., Ltd.....	80
Table 5-3 Corporate Strategies, Role Behaviour Status of Employees and HRM Practice Patterns.....	80
Table 6- 1 Case Study of competition Strategies and HR Practices	86

TABLE OF FIGURES

Figure 2- 1 The Mechanism of Action of Universality Perspective	14
Figure 2- 2 The Mechanism of Contingency View	16
Figure 2- 3 The Mechanism of Action of Configuration Perspective	19
Figure 3-1 Brand Pattern Characteristics of Electric Two-wheelers Industry in 2016	43
Figure 3- 2 Gender Distribution Status	49
Figure 3- 3 Age Distribution Status.....	50
Figure 3- 4 Educational Level Distribution Status	50
Figure 3- 5 Position Distribution Status	51
Figure 3- 6 Post Distribution Status	51
Figure 3- 7 Years of Working Distribution Status	52
Figure 3- 8 Department Distribution Status	52
Figure 4- 1 The Sales Ranking of Two-wheeled EV in 2016.....	57
Figure 4- 2 The Changing Scheme of Social Ownership of Two-wheeled EV.....	58
Figure 4- 3 The Organization Chart of Birdie Electric.....	62
Figure 4- 4 The Development of Bird Industry co. LTD.....	63
Figure 4- 5 The National Dealer Distribution Graph of Aima Electric	69
Figure 4- 6 The Organization Chart of Bosn Power Technology	71
Figure 6- 1 Comparison in Defensive Dimension	89
Figure 6- 2 Comparison in Risk Aversion Dimension.....	89
Figure 6- 3 Comparison in Aggressiveness Dimension	90
Figure 6- 4 Comparison in Prospective Dimension	90
Figure 6- 5 Comparison in Analytical Dimension.....	91
Figure 6- 6 Comparison in Future Dimension.....	91
Figure 6- 7 Comparison of Employee Capacity Development Strategies.....	92
Figure 6- 8 Comparison of Employee Participation in Decision-Making.....	93
Figure 6- 9 Comparison of Corporate Organizational Efficiency	94
Figure 6- 10 Comparison of Corporate Process Improvements	94
Figure 6- 11 Comparison of Organizational Identity of Employees	95
Figure 7- 1 Theoretical Interpretation Mode Proposed.....	96