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企业家的“影响力”与企业的“边界”

——基于中小板企业并购的研究视角

Entrepreneur's "Influence" and Corporate's "Boundary":  
Based on Merger and Acquisition in the SME Board Market

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厦门大学博硕士论文摘要库

## 摘要

中国是一个典型的“人情社会”、“官本位社会”，因此企业家的政治关联层级是其最核心最重要的社会关系，也决定着其社会地位和影响力。基于社会关系（政治关联）理论，本文从中小板民营上市公司实际控制人（企业家）这个独特的研究视角入手，运用多元回归模型和跳跃样本方法，详细讨论了企业家的“影响力”（政治关联层级）——横向的、现在的最重要社会关系与企业的“边界”（跨行业及跨区域并购）之间关系。作为重要补充，我们还探索性地分析企业家纵向的、历史的社会关系——社会履历对公司并购活动的影响。

首先，从横向社会关系角度出发，我们探究实际控制人的政治关联层级与跨行业并购之间的关系。研究发现，(1)无论是跨行业并购的可能性，还是企业拥有的行业数量，都与实际控制人的“影响力”显著正相关。进一步经验证据表明，(2)具备更高级别“影响力”的实际控制人会明显促进公司进入房地产和金融保险业等高收益行业。(3)实际控制人的“影响力”整体上还能够显著帮助公司并购管制行业标的。

其次，基于横向社会关系的视角，我们分析实际控制人的政治关联层级对跨区域并购活动的影响。结果显示，(1)企业家的“影响力”会鼓励省内跨市并购，但对跨省并购则有明显抑制作用。同时，(2)实际控制人的“影响力”会促使企业去寻觅经济欠发达区域的标的公司。但当并购方来自经济发达区域时，实际控制人的“影响力”的抑制作用程度减弱；(3)企业家的“影响力”还能明显促使公司并购“市场化洼地”的企业，尤其当并购方来自市场程度较低地区时。

最后，文章就纵向的、历史的社会关系——社会履历对企业的“边界”的作用做了探索性分析。研究表明，(1)实际控制人的体制经历会明显抑制公司跨行业并购，但不显著影响跨区域并购；(2)实际控制人的科教经历则能够显著促使企业跨行业并购行为，与跨区域并购不存在明显关系；(3)实际控制人的创业经历对跨行业并购没有明显作用，却能显著促进公司的跨省（市）并购活动。

通过研究实际控制人的“影响力”（政治关联层级），本文完善了现有社会关系（政治关联）理论文献。对企业“边界”的讨论也丰富了并购领域的研究。

关键词：实际控制人；并购；社会关系

## ABSTRACT

As a typical “human society” and “ranking community”, the entrepreneur's political connection level plays a key role in determining the company's social status and influence in China. This paper studies the entrepreneur's “forces” (political connection level), which is the most important horizontal social connections and the corporate's “boundary” (i.e. cross-industry and cross-regional M&As) by applying multivariate regression models and the jumping-sample method. We develop an empirical research under the theory of social relations (political connection) based on actual controllers (entrepreneurs) of private small and medium enterprises board. In addition, we also explore the impact of entrepreneur's social experience on corporate M&A activities.

Firstly, from the perspective of horizontal social relations, this paper explores the relationship between actual controllers “forces” and cross-industry M&As. The results show that: (1) both the possibility of cross-industry M&As and the number of industry enterprises involved are significantly positively related to actual controller's “impacts”; (2) the enterprises, which actual controller has better political connection, are more likely to entering the most profitable industries, such as the real estate and financial and insurance industry; (3) the actual controllers “forces” is successful in encouraging M&As management of regulated industry subjects.

Secondly, we analyze the impact of the actual controller's “forces” on cross-regional M&A activities under a horizontal social relationship. The results show that: (1) The increase of actual controller's “impacts” would encourage the cross-city M&As, but discourage the cross-province M&As; (2) enterprises with a more “influential” actual controller tend to seek target companies in developing areas. While the actual controller's “influence” will be reduced, if acquirers come from more developed areas; (3) enterprises with a more “influential” actual controller is also stimulated to merge companies that are undervalued by the market.

Finally, this paper explores the effects of actual controller's social experience on the enterprises boundary. we find that: (1) actual controller's working experience in a state-owned company have a significantly negative effect on cross-industry M&As, while no obvious effects on cross-regional activities; (2) there is no clear relationship between science and education experience of actual controller and cross-regional

M&As, but the relationship is found to be positively related to cross-industry M&A activities; (3) Though venture experience of actual controllers has no obvious effect on cross-industry M&As, the experience remarkably promotes cross-province and cross-city M&As.

Through analyzing the “influence” (political connection level) of actual controllers on various M&A activities, this paper enriches the existing political connections theory and the research in M&As.

**Keywords:** Actual Controllers; Mergers and Acquisitions; Social Connections

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