

論文の英文要旨

TITLE : STUDIES OF SHENG XUANHUAI'S BUSINESS ACTIVITY

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Despite Sheng Xuanhuai (1844-1916) is one of the important entrepreneurs in Late Ching China, there are only a few studies that focus on his life. Researchers have been disinclined to take him up as a researching topic, because they have not evaluated his vigorous accumulation of wealth which was not welcomed by people around him and his strong involvement in enforcing railway nationalization which eventually lead to Revolution in 1911. This dissertation, which composes of 8 chapters, focusing on his business activity, attempts to clarify its relation to China's industrialization in its early stage.

In the preface, some questions about previous studies being pointed out, my perspectives and methods are presented. I basically think that institutional implement exercised by the government is indispensable when a developing nation like China promotes industrialization. Without this implement, it is impossible to finance loans or prepare legal security which

are necessary for industrialization.

The chapter one, looking at the life history of Sheng Xuanhuai, illustrates his background and motives to start commercial enterprise and how his activity was related to political situation in China. He was born as a bureaucrat's first son in Wujing, Jiangsu prefecture in 1844. When he grew up, his family strongly expected him to succeed in passing Keju examinations and to get a bureaucrat regular position. But he failed to pass the examinations again and again however hard he tried. Since then, he decided to be a success not as a bureaucrat but as a businessman. Even so, he was not so much a rational businessman as a political person. It can be seen in his management style that gave top priority to expansion of rights and interests. Through his business activity, he was promoted to Director of Tianjin customs, Vice-minister of Taichangsi and Minister of Telecommunication and Traffic. After he was dismissed for (mismanaging) railway nationalization, he defected to Japan. Coming back to China about one year later, he took the lead of management of China Merchants Steam Navigation Co. (CMSNC) and Hanyeping Iron Steel Company. He died in Shanghai in 1916 at the age of 73.

The chapter two illustrates that Sheng Xuanhuai made use of his position in CMNSC to obtain a footing in business world. He served only as assistant to two compradors, Tang Tingshu and Xu Run, who had much loans and rich experiences in business, for several years since he became a Vice-President. He had long been unsatisfied with his post. When Sino-French War broke out in 1884 and panicked Shanghai financial market, he accused his two bosses of embezzlement, which in fact was a slander, and reached a position of president in 1885. On one hand, he took over a previous way of managing that required governmental protection and kept fare cartel with England's China Navigation Co. Ltd. and Indo China Steam Navigation Co. Ltd, supported other enterprises by having CMSNC offer security for a loan or a fund itself on the other hand.

The chapter three demonstrates that even though China

Telegraph Co. (CTC) was private (management) company under government supervision, it actually played a role as one of government sections. It was Li Hungzhang who asked Ching government to permit to establish CTC under government management in 1880. It was reorganized as a private one under government supervision after one and half years. Sheng was a president of CTC from the very beginning of its establishment. CTC controlled telegram business all over the country until Sino-Japan War and took charge of negotiations with a foreign country in this field.

The chapter four dealt with Sheng management style that required political protection and made slight of technical rationality. When Sheng engaged in developing a coal mine in Hubei in 1870's, though he was not successful in it, he discovered Daye iron mine from where iron was supplied for Hanyang Iron and Works (HIW) that Zhang Zhidong established in 1891. When Hanyang Iron and Works was brought to a standstill, Sheng seized this opportunity to get back his credit, took it over from Zhang in 1896. Then he built up his own business group and also gained high political position. He did not notice, however, that HIW had already had many problems of equipment and technique. In spite of his optimistic prospects, HIW's production, iron rail, was of inferior quality, and the company kept operating in the red. But Sheng just strove for protecting his own business group and his political life, and did not take a proper measure. In 1904, when the cause of inferior quality was determined, Sheng borrowed three million yen from Japan to renew equipment. From then on, he began more and more depending on Japanese loans. In the end, Daye iron mine and Hanyang Iron and Works were reduced to a source of raw materials and a subcontract factory for Yahata Iron Company.

The chapter five illustrates when Sheng established China Railway Co. (CRC), how he collected loans for railway building and why his efforts resulted in failure. Because Ching government did not offer national loans, he tried to enter upon a negotiation with Belgium. The negotiation, however, came to

a deadlock because of Belgium's strict conditions, and he proposed railway nationalization, which nobody agreed with. Finally he decided to introduce Belgium's loans, accepting disadvantageous conditions, to construct Luhan railway(Luguoqiao to Hankou). His weak attitude to resign himself to disadvantage to rely on foreign loans was severely criticized, and then CRC was closed down in 1905. After the Prince Regent Dailong came into power, he permitted to introduce foreign loans for constructing railways, which he thought could strengthen political stability. In 1911, Ching government decided to nationalize main railways, when Sheng took charge of negotiating with foreign banks to finance loans. A formal contract being closed, an opposition movement against railway-building broke out in Guandong, Hunan, Hubei and Sichuan and it hastened the collapse of Ching government.

The Chapter six dealt with Sheng's attempts and failure to make China Commercial Bank a financial center managed by his own business group. It was when he went into railway-building that he seized an opportunity to establish a bank. He was enthusiastic to get privileges to run railway business smoothly by making China Commercial Bank dominate all financial matters. But what he intended was not approved and all he could have was only a right to issue bills. His business group began losing its power. Meanwhile, some national banks such as Da Ching Bank or Traffic Bank and many private banks were opened, China Commercial Bank became no more a financial center.

Sheng's business life can be divided into three periods. In the first period(1873-1894), Sheng handled practical business details under Li Hongzhang. In the second period(1896-1905), Sheng dominated his business group. After Li's downfall in the defeat of Sino-Japanese war, Sheng approached to Zhang Zhidong and could build his private group to enter modern enterprises, making use of Zhang's political power. It can be said that he played the most important role in his life. In the third period, Sheng took part in exercising so-called institutional implement as a practical bureaucrat. Although he promoted railway

nationalization, it finally resulted in failure.

In general, Sheng lived in a period of transition from Yangwu reformation initiated by local officials to industrialization by the government. There are two reasons why he could lead this industrialization. First, while modernization originated in Yangwu period came to a standstill during Sino-Japanese war, interdependent relationship of industry became much more necessary to develop modern enterprises. Second, Sheng Xuanhuai who knew the reality of politics and business world very well wanted to expand rights and interests vigorously to succeed in business. His zeal for success met what this period required. It is quite important to review his life and work without sticking to previous views ; totally denying or totally affirming his historical role. It is historical reality that Chinese industrialization in its first stage was partly developed by Sheng's personal and conspicuous activity.