

Application Strategy of Flexible Management in Small and Medium-sized Enterprises

Gao Boren¹, Chen Zheng²

¹Guizhou University of Commerce, Guizhou, China, 550000

²Zhong Hang Yu Ming (Anyang) Science Technology Co., Ltd., Henan, China, 455000

Keywords: Flexible management; Small and Medium-sized Enterprises

Abstract: In the environment of fierce competition, the important role of small and medium-sized enterprises management has been paid more and more attention. However, most of the management means of enterprises are still using the traditional rigid management system concept, which cannot be integrated into the management system of modern enterprises. On the contrary, the new idea of flexible management system has been paid more and more attention and affirmation by managers. Flexible enterprise management system has the insufficiency of enterprise rigid management concept. Flexible management system plays an active role in promoting the healthy development of enterprises in today's enterprise management, and helps to improve the management concept and level of small and medium-sized enterprises.

1. Introduction

Flexible management is widely used in modern enterprises. Its flexible and changeable characteristics have been praised by some famous enterprises. At present, facing the new situation of enterprise economic management, some enterprises are aware of the advantages of flexible management, but the effect of applying flexible management in the implementation process is not ideal, and the role of flexible management in enterprise economic management has not been maximized. How to strengthen the understanding of flexible management in enterprise management and implement flexible management is the key and difficult problem that enterprises should pay attention to. Therefore, it is of great practical significance to explore the application strategy of flexible management in enterprise management and to achieve sustainable implementation in concrete practice, and to optimize the design of enterprise management behaviour.

2. The basic connotation of flexible management

Flexible management is significantly different from rigid management centred on rules and regulations. In order to play the role of flexible management in enterprise economic management, it should understand the basic connotation of flexible management.

2.1 The concept of flexible management

Flexible management refers to a production system which is based on the theory of flexible

management and unified with the management methods and production means, which are suitable for the organizational form adopted by the flexible production system of enterprises. Flexible management is opposite to rigid management. It is different from rigid management with strict management system and rules. The implementation of flexible management is a human-oriented management.

2.2 The characteristics of flexible management

From the perspective of flexible management, it has the following three main characteristics: flat management structure, flexible decision management, and scientific organization incentives. Specifically, the so-called flattening of the management structure is the "flattening" management relative to the "hierarchical" management, which refers to the decentralization of decision-making power, so that each organization member can obtain the ability to handle problems independently, strengthen the self-organization ability of the team, and spread management pressure. In the enterprise, the application of flexible management means that the decision-making behavior of the manager can reflect the characteristics of humanization, replace the optimization criterion with the satisfaction criterion, and make the management decision more flexible under the good working atmosphere. In addition, the characteristics of flexible management organization incentives are also more significant. Incentives are divided into material incentives and non-material incentives, which are more conducive to mobilizing the enthusiasm and creativity of employees, and stimulating the enthusiasm and enthusiasm of employees.

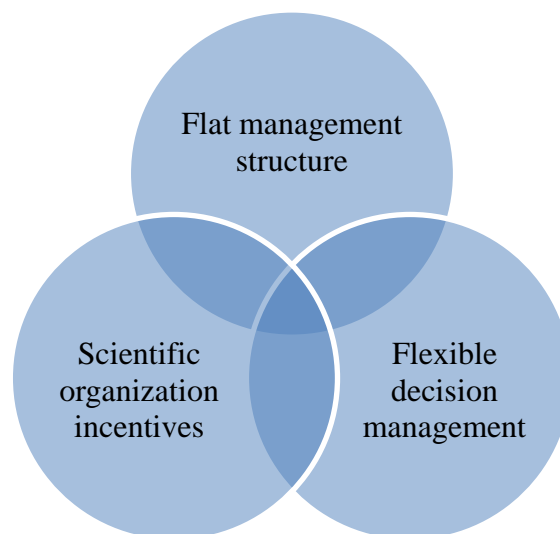


Fig1. Characteristics of flexible management

3. The problems of flexible management in small and medium-sized enterprises

Under the modern market economy system, the pursuit of enterprises is to maintain the traditional rigid management system, but also to break into a certain part of the flexible management of enterprise management. Rigid management and flexible management have their own advantages, and each has its own shortcomings.

3.1 Uneven personal qualities of employees

In terms of the composition and management mode of human resources in existing enterprises,

there are great differences in the composition of employees' educational level, knowledge level, professional skills, professional accomplishment, professionalism, ideological awareness and so on. In the management mode, most enterprises have not completely abandoned the traditional personnel management mode. In addition, some enterprise leaders are self-confident and self-confident, and business managers fail to master the technology and essentials of flexible management, fail to place flexible management in an important position of business management, and so on, all these restrict the promotion and application of flexible management in business management.

3.2 Insufficient ability of enterprises to acquire information

Market economy era is an era of information race. The external competitive environment of enterprises is full of variables, which requires enterprises to quickly integrate the opinions and views of all kinds of professionals on external environmental information. On the other hand, they also need to make strategic decisions and decisions quickly. Small and Medium-sized Enterprises (SME) should break down the boundaries between traditional functional departments and adjust the position of traditional functional departments so that employees or organizational departments can get the right to deal with problems independently. In order to realize this demand, it is obviously not feasible for enterprises to rely on rigid management. Only through flexible management, can the information of external market environment be quickly transmitted to the leadership and make timely decisions. However, influenced by the traditional rigid management system, the ability of SMEs to obtain information about the external market environment has been weakened a lot, and the amount of information is insufficient, and the update of information lags behind, which directly affects the development of the advantages of flexible management.

3.3 Disjunction between enterprise managers and enterprise departments

In the management of small and medium-sized enterprises, the vertical management mode with administration as the means of execution still exists. The biggest shortcoming of the administrative management mode lies in that the managers of enterprises do not understand and are not familiar with the departments and businesses they manage. This makes the management work of managers often divorced from the actual needs of the enterprises, thus the planning, instructions and task objectives are difficult to carry out, and are easy to be excluded by the executives. All these signs indicate that the full application of flexible management in SMEs still needs a long time and still has a long way to go.

4. Strategies to promote flexible management level of small and medium-sized enterprises

4.1 Dynamic mobilization of employees

The material incentives for the combination of employees must be evaluated and distributed in a multi-combination manner. The combination mode includes salary incentive, real income incentive, on-the-job consumption incentive and option income incentive. The setting of indicators for individual enterprises, the corresponding scores of indicators, and the analysis and evaluation of indicators should be both qualitative and quantitative.

4.2 Flexible establishment of organizational system

In the flexible management organization system, the flat organizational structure can make employees have a great autonomy in the way of working, and ensure maximum flexibility in

information communication and decision-making. The flat structure also ensures that the organization has the largest openness characteristics. This feature ensures fast and smooth knowledge and information circulation between the internal and external environment of the enterprise, and enhances the ability of the enterprise to adapt to the environment quickly.

4.3 Establishment of flexible knowledge management system

While digesting knowledge internally, it should ensure the novelty of knowledge and the scale of knowledge. Flexible knowledge management system requires the group to set up a management plan especially for employees' intellectual capital. The internal accumulation of knowledge in most enterprises is bidirectional according to the principle of flexible management. Firstly, the knowledge and experience of employees are assimilated and absorbed by enterprise organizations, and secondly, the knowledge and experience of enterprises are accumulated and disseminated to employees.

5. Conclusions

In the market economy, the competition between enterprises is more intense, which requires continuous strengthening of internal management, improving social production efficiency and achieving sustainable development. As a new modern management mode, flexible management emphasizes people-oriented, can effectively enhance the creativity of employees, stimulate personal potential, optimize social production efficiency, and enhance the comprehensive competitiveness of enterprises. In order to realize flexible management in small and medium-sized enterprises, it should establish new management concept, and handle the relationship with rigid management mode, standardize management behavior, and promote the sustainable development of enterprises.

Acknowledgement

Research on the creativity and service innovation performance of Guizhou new retail enterprises (Qian Shang He BSKY[2018]003)

References

- [1] Lu Meng. *Flexible management of human resources in enterprises*[J]. *China Commerce*. 2016, (4):37-39
- [2] Bie Ying. *Research on flexible management mode of Chinese enterprises*[D]. *Changchun University of Science and Technology*.2005
- [3] Chen Junyu. *Flexible management and its practical application*[J]. *Shanghai Enterprises*. 2002, (1): 20-22.