

The Research on The Production Organization Design Process Optimization Based Enterprise

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Abstract—With the development of the economy and the market competition is becoming increasingly fierce, at the same time the client itself, realizes the self-value is pushed to a new height. Along with the science and technology and the progress of information, organization of traditional structural design cannot meet the needs of businesses today, the initiation of the optimization is based on enterprise production organization structure design process. With the process as the center, to process optimization method, a new design of production organization structure now.

Keywords—Organizational structure; Process optimization; Organization of production

I. INTRODUCTION

A. The background and significance of the topic proposed

Process optimization is the innovation from the process of production organization. It started with the redesign process analysis of the enterprise, but also the design to the organization structure and operation mechanism reform, in order to improve the competitiveness of production organization, is proposed to process and optimizes the production organization structure design center.

The thesis "research" organization of production design process optimization based enterprise is the ideological and organizational change process optimization combination, puts forward the reform ideas on the production of the enterprise organizational framework. More importantly, the mode of production organization structure based on process optimization to guide the organizational innovation and change reflected the development trend of organization.

B. The research content and the related theory

1) Process optimization

The fundamental thinking on organizational problems and development strategy, based on customer orientation, carry out optimization and improve the organization, process, IT to change way, through a gradual process, realize the organization's management improvement and business goals.

2) Organization design

The structure of an organization's planning, construction, innovation and reconstruction, so as to

ensure the organization goal can be realized from the organizational structure. Include:

To determine the relationship between people in the organization and department official and personal responsibility is the organization chart;

The way of enterprise planning organization of supreme leadership down all departments and personnel engaged in various activities and assignments;

Determine the coordination of activities to include each department, personnel;

Establish the related rights, status and level in the organization, establishing the authority system in the organization.

3) Organization structure and business process

The three perspectives, organizational research are: rational system organization, natural system organization and open system of organization. The purpose is to organize under human social environment as the research object, is from outside the organization to organization, the organization as a unit of society.

II. BASED ON THE PROCESS OPTIMIZATION OF PRODUCTION ORGANIZATION STRUCTURE DESIGN

A. The framework of production organization structure based on process optimization

The framework of production organization structure is as shown in Fig.1. A new idea for the construction of the organization in accordance with the structure can adapt to the trend of organizational development better, it is a team set up in a variety of core process means, such as product development, material control, process improvement and customer value realization. The organizational structure of the process optimization is divided into three parts based on the basic framework, namely, dimensions of network of processes and functions are built into the top management team and information technology platform.

The organizational structure of production process optimization can be divided into two layers based on.

1) the central control layer.

The center control layer as the organizational structure of the top, it focuses on the important management function material control organization, human resource management, financial management,

technology organization and information construction and management, its role is to grasp the key factors of organizational change.

2) *Technology implementation level.*

Technology implementation layer is the essence of the expert and the knowledge based on knowledge and skills talents level designated as important technical department.

Based on the process optimization of organizational design focus on customer value, around the core process of team building, the integration of key performance factors, at the same time to mobilize the organization other elements: process, staff, skills to realize the value of the company.

B. *the production organization structure design method based on process optimization*

1) *define the core business process*

The core business process of enterprises to achieve business objectives, according to customer needs, providing products and services to the market, manufacturing and activities, is to create value for the enterprise activities.

On the core business process is divided, must pay attention to grasp the elements, the core value chain enterprises to meet the needs of enterprise management, take care of your customers and follow snowball supporting management system requirements. Grasp the elements of the core value chain, is refers to the enterprise in design process of core business must make it clear what is the direct value creation in business activities, which is to provide the management activities and auxiliary activities support services to create value.

2) *to establish a team of process and the related responsibility system*

a) *Way to build the "Process team"*

The enterprise in the process of optimization, in order to facilitate the smooth development of the project, and promote good cooperation and the importance of the sector, should be through the establishment of special project implementation process optimization activities. The main work of the project team is the analysis and the improvement design, complete the internal business process and the design optimization process after the actual effect is responsible for.

Prior to this, need to integrate the core business processes, the process had been split number of working together in the integration process within the teambuilding process.

The process team to be able to carry out self-management, self-decision and self-construction, team members should have enough power to decide how to achieve such process, how to allocate resources, how to arrange time, the implementation of internal autonomy.

b) *based on the process optimization of the organizational system of post responsibility*

Organization of production process optimization based enterprise mainly has five kinds of positions, respectively is the process manager, director, senior leadership process, functional manager, process team personnel (staff). These specific job responsibilities are described below:

The process manager is the coordinator, the process designer, director, incentive and coordination. Specific responsibilities include: recording process optimization operation, keep and save the process definition file resume, process design, customer demand and complete, and record the operation assessment process and monitor process performance.

Flow director is held by executives, leaders directly report to. Specific responsibilities include: to authorize each process manager and team of process; the coordination and supervision of all business processes; and to assess the performance of process team task.

The overall strategy of the enterprise organizational leaders control and plan process. Including: planning the overall business objectives and processes, and control of schedule and macro strategic vision, grasp the development of the enterprise; integration of clear enterprise internal resources, with the flow between the team cooperation and allocation of resources; motivate the whole team competition; with each process and functional managers to work, at the same time coordinate the relationship among them.

Process optimization of production management still plays an important role in the functional departments based on, but it provides security, support for the core business processes to make corresponding adjustment according to the different core business processes. Functional manager responsible for employee incentive, promotion and the occupation career development provides the high quality human resource service for employees.

Due to assume the functions is not only professional skills, but also the actual implementation process team, its role in the decision of their duties. From the functional point of view, it is the learning organization. As a member of team of process, they will be their professional skills in the process of team communication and effective implementation of the business process, improve the process continually. While at work, they can effectively recognize the requirements for professional skill level process, clear them as learning and research personnel.

C. *construction of information platform system*

The construction of information platform needs to consider the development stage of the organization, because of the different organizations in the development life cycle, the problems also differ in thousands of ways, the informatization construction required by the organization strategy and process optimization level is not the same. The key is the construction of information platform organizational process how to better integrate, each organization should take corresponding strategy according to their own actual situation.

The construction of information platform supporting system should follow three principles of process optimization design:

First, through the business process optimization and eliminate non value links

Process optimization goal is to create value, the processes were optimized, set distinguish the role each

link of its value, to optimize the design of key process useful value, and non-value links is rejected.

Second, focus on the core business process

The core process is the high value flow, flow optimization design key point, so the centralized organization limited management resources to produce the greatest return.

Third, Process to continuous improvement and optimization

The process is continuous, requires constant innovation, rather than repeat the history. The ability of innovation, change continuously is the core value and core competitiveness of organizations. After the experience of organization informatization construction and process optimization, is a first step in the reform, and constantly improve the organizational process depends on long-term process improvement capability.

III. CASE ANALYSIS

A. S company profile

S company existing staff 400 people, the company is mainly responsible for the camera production, the company's main products are: a camera, C camera and a disposable camera etc...When the company was founded, we adopt the traditional to function as the production structure direction.

In this production organization structure, S company's production and operation is performed by managers and their subordinates the production manager and project manager and quality control manager, material manager respectively, full responsibility for the corresponding production and process and cost control, quality management and material management of purchasing and inventory. The product of S company production process as shown in Fig.2.

B. the company present situation analysis

Enterprises in the production of the original organizational structure, each process are seriously separated. Quality management by the quality control department manager is responsible for; by the materials manager responsible for procurement and delivery; material plan, production arrangement is responsible by the production manager; process and cost control is responsible by the engineering manager. All products of the production process each link are respectively by the different department manager is responsible for, but no one is responsible for the entire product production process. Resulting in the process of operation, problems, contradictions, and lead to the production efficiency of the company.

C. the optimization process of S company process

S company is the production process optimization and reengineering, the optimization process is the production organization structure to function as the core changed into taking products as the center and organized team of process as the main body and the formation of production organization. The original functions of the Department Manager, to complete the task of becoming man, be responsible for process team relative, not equal to person other arrangements.

After optimization, the production process without what big change, functions previously performed by the manager in charge of customer satisfaction problems responsible for product manager. Flow chart of new as shown in Fig.3.

The optimization and reengineering, these product managers is not only a function of management, is to assume a certain relative products from input to output the entire process, until the customer satisfaction improved the whole management of the whole management. The CBIO manager, CAMCO manager and disposable cameras to manager and APS manager is responsible for the product of the entire production process. Now the process is no longer be cut open after the reconstruction, but a complete whole. The customer that has been ignored in the production flow chart of the object is very important in the flow diagram of the new.

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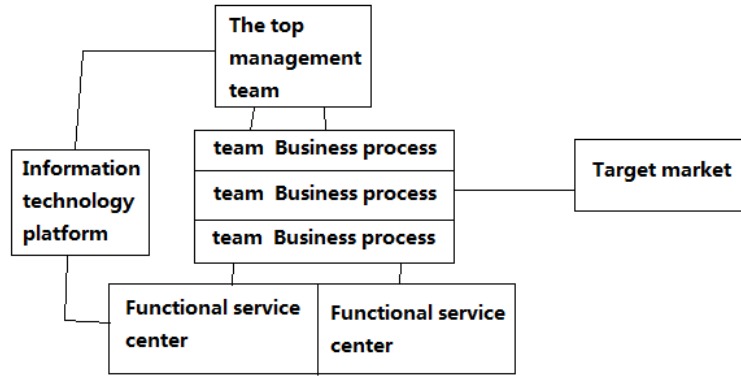


Figure 1. The framework of production organization structure

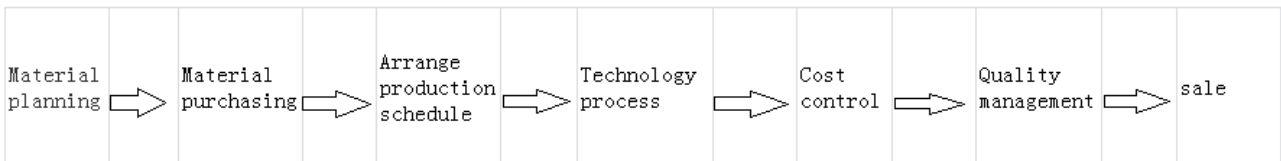


Figure 2. The product of S company production process



Figure 3. The product of S company production process after optimization