

呷哺呷哺绩效管理体系研究

摘 要

近年来，我国市场经济进入快速发展的阶段，以海底捞、小肥羊、呷哺呷哺等为代表的火锅品牌成为火锅行业领域的中流砥柱，餐饮行业的竞争日益激烈。如何在竞争中脱颖而出，这就要求公司要有一套合理科学的管理体系，为管理者管理企业未来的发展提供相应的依据。绩效管理体系，不仅可以用作改善企业基础管理，还可以用来培育企业的核心竞争力，在企业实现可持续发展中起着重要的支持作用。

本文以呷哺呷哺燕郊区域门店作为研究对象，通过分析企业管理现状，找到绩效管理过程中存在的问题。首先，针对绩效管理的相关定义进行分析，然后对呷哺呷哺燕郊区域门店现有的绩效管理的现状进行分析，通过自身实习了解的情况以及问卷调查的形式进行信息收集，从而发现企业绩效管理现存的几处问题绩效管理意识的模糊、具体考核指标设置缺乏科学性、缺乏绩效管理的沟通、监察力度不足及结果反馈不及时。最后针对呷哺呷哺燕郊区域门店出现的这些问题提出相应的解决方案：加强企业绩效管理文化建设、明确绩效考核目标和原则、注重绩效管理沟通和改变传统的绩效管理观念。

关键词：绩效沟通；绩效考核；绩效目标

ABSTRACT

In recent years, the market economy of our country has entered the stage of rapid development, and the hot pot brand represented by bottom fishing, small fat sheep, sipping and feeding has become the mainstay of the hot pot industry, and the competition competition is increasingly fierce. How to stand out in the competition requires the company to have a reasonable and scientific management system, which provides the corresponding basis for managers to manage the future development of enterprises. Performance management system, which can be used not only to improve the basic management of enterprises, but also to cultivate the core competitiveness of enterprises, plays an important supporting role in the realization of sustainable development of enterprises.

Based on the analysis of the present situation of enterprise management, this paper finds out the problems in the process of performance management. First of all, the definition of performance management is analyzed, and then the current situation of performance management in Yanjiao regional stores is analyzed, and the information is collected through its own practice and the form of questionnaire survey. Finally, the author puts forward some solutions to these problems: strengthen the company's performance management culture, clear performance appraisal goals and principles, focus on performance management communication and change the traditional concept of performance management

Key words: performance communication; performance appraisal; performance goal

目 录

前 言.....	1
第 1 章 绪论.....	2
1.1 研究背景	2
1.2 研究综述	2
1.3 研究目的与意义	4
1.4 研究范围及方法	5
第 2 章 绩效管理的相关理论.....	6
2.1 相关概念的界定	6
2.2 绩效管理的目的及特征	7
2.3 绩效考核的类型及方法	8
第 3 章 呷哺呷哺绩效管理的现状.....	10
3.1 呷哺呷哺基本情况	10
3.2 呷哺呷哺的绩效管理现状	10
3.3 呷哺呷哺绩效管理存在的问题	11
第 4 章 呷哺呷哺绩效管理的优化建议.....	13
4.1 加强公司绩效管理文化	13
4.2 明确绩效考核目标和原则	13
4.3 注重绩效管理过程中的沟通	13
4.4 优化绩效考核指标	14
4.5 改变传统绩效管理理念	15
结 论.....	17
附 录.....	19
参考文献.....	25
致 谢.....	27

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