

摘 要

企业的生命力来自员工的凝聚力，员工的凝聚力来自企业的管理，就企业来说各项工作都必须有适宜的标准和要求，否则很容易出现混乱，影响企业的发展。发掘适合自身情况的管理模式更是企业健康可持续发展的主要条件，企业管理涉及企业的方方面面，能够提高运作效率、充分挖掘员工潜力，对企业有着重大影响。企业不仅要有良好的管理模式也应该要有企业文化，企业文化可以创造更多价值。本文通过对现有文献的查找与阅读，了解人本管理的基本内涵。对胖东来人本管理模式的具体措施进行总结，分析出胖东来集团在人本管理模式下成本制度、人事管理等方面的不完善，根据各方面的问题进行分析从而对制度进行补充，提出完善胖东来集团在健全人事管理、加强成本制度的建议。

关键词：以人为本管理模式；胖东来；零售业

ABSTRACT

The vitality of the enterprise comes from the cohesion of the staff, and the cohesion of the staff comes from the management of the enterprise, as far as the enterprise is concerned, all the work must have appropriate standards and requirements, otherwise it is easy to chaos, affecting the development of the enterprise. Discovering a management model suitable for its own situation is the main condition for the healthy and sustainable development of the enterprise, enterprise management involves all aspects of the enterprise, which can improve operational efficiency, fully exploit the potential of employees and has a significant impact on the enterprise. The enterprise should not only have a good management model but also a corporate culture, which can create more value. In this paper, we find and read the existing literature to understand the basic meaning of people-oriented management. The specific measures of people-oriented management of Pangdonglai are summarized, and the imperfections of cost system and personnel management of Pangdonglai Group under the people-oriented management mode are analyzed, and the system is supplemented according to the problems in various aspects, and suggestions are made to improve the sound personnel management and strengthen the cost system of Pangdonglai Group.

Keywords: People-Oriented Management Model; Pangdonglai; Retail Industry

Table of Contents

Chapter One Introduction	1
Chapter Two The Theoretical Basis of People-Oriented Management Mode.....	3
2.1 The Concept of People-Oriented Management Mode.....	3
2.2 The Current Situation of the Environment of People-Oriented Management Mode.....	4
2.3 Principles of People-Oriented Management Mode.....	4
2.4 The Basic Elements of People-Oriented Management Mode.....	5
2.4.1 Management of Corporate Culture.....	5
2.4.2 Establishment of Incentive Mechanism	5
2.4.3 Carrying Out Training Vigorously.....	6
Chapter Three Embodiment of People-Oriented Management Mode in Pangdonglai.....	7
3.1 The Specific Embodiment of Corporate Culture Management in Pangdonglai.....	7
3.1.1 Ensuring Employees Ownership Status of Employees.....	7
3.1.2 Reasonable Authorization	8
3.2 The Specific Embodiment of the Incentive Mechanism in Pangdonglai.....	8
3.2.1 Establishing a Fair Performance Evaluation System.....	9
3.2.2 Career Development Incentives.....	9
3.3 The Concrete Embodiment of Training in Pangdonglai.....	10
3.3.1 Induction Training for New Staff.....	10
3.3.2 Training for In-Service Staff.....	11
Chapter Four Problems of Pangdonglai's People-Oriented Management Mode.....	12
4.1 The Problems of Cost Management.....	12
4.2 The Problems of Personnel Management.....	12

Chapter Five Suggestions for the People-Oriented Management Mode of Pangdonglai....	14
5.1 Effective Cost Control.....	14
5.2 Establishment of a Sound Personnel Management System.....	15
Chapter Six Conclusion.....	17
Bibliography.....	18
Acknowledgements	19

Chapter One Introduction

In recent years, news of employees jumping off buildings and entrepreneurs committing suicide is very common, which makes people embarrassed. Looking back at this tragic fact, we have to note the reality that Chinese companies are facing a crisis of life. As the crisis approaches, some insightful people have begun to explore and research on corporate comfort and employee happiness. What is a company that makes employees happy? An enterprise that makes employees happy is an enterprise that takes "people-oriented" as the core culture and typical characteristics to create happiness for the society and employees. Building a happy enterprise is not only the core need of every employee, but also the objective need of sustainable development of the enterprise, and it is also the social responsibility of the enterprise.

The focus of people-oriented enterprise management, people are not only the object of management, but also constitute an important part of the enterprise, so it is necessary to be people-oriented, give full play to the subjectivity of humanistic management thinking, which is the main content of humanistic ideological management. The healthy growth of an enterprise is inseparable from the hard work of employees, and the happy life of employees is inseparable from the healthy development of the enterprise. Therefore, it can be known that the core of humanistic management thinking is to integrate human nature and management, which is also an important content of the healthy development of enterprises.

Pangdonglai, founded in March 1995, after more than 20 years of development, Pangdonglai has become a well-known and reputable commercial retail enterprise in Henan business community, covering professional department stores, electrical appliances, supermarket chain enterprises. The company's operation, employee management and other aspects have detailed enterprise specifications, and the degree of standardization is high. Pangdonglai employee incentive is committed to making employees work and live happily, income is higher than peers, employee evaluation is objective and reasonable, and publicity of life and work balance are the main characteristics of Pangdonglai employee motivation. Pangdonglai is extremely well-known in China. Since 1993, from a 40-square-meter smoke hotel, to today, the annual sales are more than 5 billion. In 2008, there was a data in China's retail industry that showed that the average sales or profit per person and the average sales or profit by area ranked first in China, and all commercial enterprises in China were also among the top ten, including the world-famous brands we know Wal-Mart, Carrefour, and Yichu Lotus.

As an enterprise with a long history of development, Pangdonglai has formed its own set of long-term solidified management concepts and business models, Yu Donglai believes that as a private enterprise, only continuous institutional innovation, get rid of the inherent model at home and abroad, break through the traditional box and limitations, adapt measures to local conditions, change in a timely manner, explore the governance structure suitable for their own company, Donglai and Big Fat store manager Yuan Xuefang and beautiful employees together Pay attention to the construction of organizational culture; Innovative business philosophy will ensure the vitality of enterprise development. Nowadays services dynamic world makes marketing promotions important more than last times. A service should be designed based on the customer needs and its price is realistic. It also is necessary that the services be distributed through convenience distribution channels and be advertised among customer actively. New companies should attempt to regulate their products price appropriately and also make communicational efforts so exactly that be able to make position for them which is attractive for target market customers. Yu Donglai has been committed to turning the enterprise into a Pangdonglai "big family" full of trust and warmth, and all employees are family members in this big family.

Chapter Two The Theoretical Basis of People-Oriented Management Mode

Human management practice and human social development have a long history together, but the management concept and management style of enterprises are different at different stages of historical development. After the industrial revolution, enterprises, as the basic form of economic organization in modern society, have rapidly developed into an important force for social development. At present, enterprises are bound to adopt certain management methods in order to achieve their production goals and realize the goals of educating people, shaping people and developing people while making profits. People-oriented management is the key to improve the core competitiveness of enterprises, enterprises began to change the previous "object-centered" management concept, human resources as the core elements of the enterprise, people-oriented management ideas in the process of enterprise development has a very important value, and gradually improve the performance of enterprises.^[1]

2.1 The Concept of People-Oriented Management Mode

The so-called people-oriented management is different from the traditional management mode of "seeing things but not people" or using people as tools and means, but on the basis of a deep understanding of the role of people in social and economic activities, it highlights the status of people in management and realizes people-centered management. People-oriented management idea is to take employees as the most important resources of the enterprise, to arrange the most suitable work scientifically with the comprehensive situation of employees' abilities, strengths, interests and psychological conditions, and to fully consider the growth and value of employees in the work, to use scientific management methods, and to enable employees to fully mobilize and give full play to their work motivation through comprehensive human resource development plans and corporate culture construction. In order to improve work efficiency, increase work performance and make the greatest contribution to achieve the development goals of the enterprise, we use scientific management methods and comprehensive human resource development programs and corporate culture construction to enable employees to fully mobilize and give full play to their work initiative, initiative and creativity. In business management activities, people are the main body of management activities and the object of management activities.

2.2 The Current Situation of the Environment of People-Oriented Management Mode

In the retail industry, Pangdonglai is the first company to operate retail as a culture and treat goods as works of art. Unlike other competitors, Pangdonglai focuses on upgrading the customer's shopping environment. In order to make shopping easier and more convenient for customers, a large number of new equipment has been added to the cash register, fresh fruit area and bag storage area. Pangdonglai has also re-examined and fully improved the structure of commodity placement in an all-round way, which greatly caters to the needs and habits of different consumers. He strives to make the mall into a museum of goods and a commercial Louvre, so that every customer can enjoy the rich artistic beauty and commercial beauty here.

2.3 Principles of People-Oriented Management Mode

Adhere to the principle that the primary management of enterprise organizations is the management of people

From the viewpoint of management content, people management emphasizes understanding and meeting people's needs, focusing on interpersonal communication and interaction in work, focusing on the cultivation of collective consciousness of enterprise people and participation in major decisions of the enterprise and the team, as well as motivating and implementing power change leadership for enterprise people according to their work performance and the internal and external environment of the enterprise.^[2]

From the viewpoint of management relationship, enterprise people play different roles in management, so enterprise people are divided into management subject people and management object people, but such different roles take each other's activities as the premise of their own activities.

From the essence of people-oriented management, people-oriented management is a people-oriented management philosophy and management system.

Emphasis on human needs and the principle of motivation will focus on making members of the company respected and gaining self-fulfillment, i.e., guaranteeing employees' participation in decision-making on major corporate issues, setting team goals and personal goals in consultation with leaders in the team, and implementing goal management.

We will adhere to the principle of creating better conditions and means of training and education to optimize and improve the mental model of the company's people. The establishment of this principle is based on the basic concept of "management is training", and the training provided by the enterprise organization for employees is not only focused on the adaptability of employees to high positions, but also on the adaptability of employees to the external environment of the enterprise.

The principle of co-development of people and organizations. Setting this principle is based on the consideration that people-oriented management is not an additional work of enterprise management but let people-oriented management oversee all the work of the enterprise, so that the enterprise organization can achieve the expected development performance while promoting the free and comprehensive development of people.

2.4 The Basic Elements of People-Oriented Management Mode

The implementation of people management in a company is aimed at shaping and developing people as the most important factor in achieving the goal of maximizing the value of the company.

2.4.1 Management of Corporate Culture

Corporate culture is the spiritual pillar of enterprise development. In a general sense, corporate culture is the embodiment of employees' common behavior norms and values, which can not only play the role of cohesion, motivation, constraint and guidance, but also play the role of radiation influence and image establishment. The enterprise is influenced by the corporate culture and recognizes the values of the enterprise. An excellent corporate culture can not only integrate the organizational and interpersonal relationships of the enterprise, but also continuously stimulate the innovation and enterprising spirit of employees. The system and behavior norms of the enterprise are the institutional culture of the enterprise and the practice of the value concept of the enterprise. Some activities that are not explicitly stipulated are also corporate cultures similar to those for enterprises. The corporate culture of the institutional form restricts and guides the behavior of employees.

Enterprise management ideas and work styles reflect the image culture of the enterprise. It is the influence of enterprise technical characteristics, production and operation characteristics and management characteristics and economic behavior. Corporate culture is ultimately demonstrated and implemented through the thoughts and actions of employees.

以上内容仅为本文档的试下载部分，为可阅读页数的一半内容。如要下载或阅读全文，请访问：

<https://d.book118.com/905201033012011134>