



**ANALYSIS OF THE MANAGEMENT MODE AND  
LEADERSHIP STYLE OF CHINA'S SMALL AND  
MEDIUM-SIZED ENTERPRISES**



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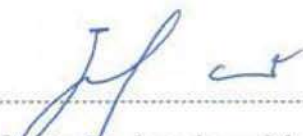
**Thematic Certificate**

**TO  
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This Independent Study has been approved as a Partial Fulfillment of the Requirement of International Master of Business Administration in International Business Management

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## Abstract

Title: Analysis of the management mode and leadership style of China's small and medium-sized enterprises

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With the advancement of our country market economy development process, the role of small and medium-sized enterprises to the national economy development more and more obvious, there is no doubt that small and medium enterprises will become a highlight in the development of national economy.

Small and medium-sized enterprises in recent years due to China's rapid economic growth and policy support, but also obtained the further development of market economic structure gradually perfect, also promoted the social progress and the improvement of the overall welfare of our country.

Therefore, small and medium-sized enterprises have long been an important subject of economic development and an important pillar of the national economy, affecting the overall stability and potential of China's economic development.

Management of small and medium-sized enterprises is a reflection of its soft power, is the main part of enterprise comprehensive strength, but by its scale, the limitation of capital, talent, environment, etc, are also facing many problems encountered in the process of development.

Many small and medium-sized enterprises lack advanced management systems and scientific management concepts, and there are problems such as backward management mode.

Therefore, most small and medium-sized enterprises in China have narrow financing channels, which leads to insufficient funds and lack of development motivation.

Small and medium-sized enterprises are small in size, with low quality of products and low technology, resulting in poor market competitiveness and small market influence.

The ability of small and medium-sized enterprises to collect and analyze market information is weak, and it is unable to timely judge the changes of economic sentiment, financial environment and industrial situation, and the ability to resist risk is weak.

So its life cycle is short, and a large number of small and medium-sized enterprises fail every year.

This article first through the survey method, literature research, case study method for small and medium-sized enterprises in China and foreign small and medium-sized enterprise management mode and the leadership style analysis, finally, shows the problems in the form of SWOT, and thus puts forward China's small and medium-sized enterprise management mode and style of leadership of the optimization scheme and the suggestion.

**Key words: Management mode;Leadership style;Small and medium-sized enterprises.**

## 摘 要

题 目： 中国中小企业管理模式与领导方式的分析

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随着我国市场经济发展进程的推进，中小企业对国民经济发展的作用越来越明显，中小企业必将成为国民经济发展的突出亮点。近年来，由于中国经济的快速增长和政策的支持，中小企业的发展和市场经济结构的进一步完善，也促进了我国的社会进步和整体福利的提高。因此，中小企业长期以来一直是经济发展的重要课题，是国民经济的重要支柱，影响着我国经济发展的总体稳定和发展潜力。中小企业(中小企业)管理是其软实力的反映，是企业综合实力的主要组成部分，但其规模、资本、人才、环境等方面的局限性，也面临着发展过程中遇到的许多问题。摘要许多中小企业缺乏先进的管理体系和科学的管理理念，存在着逆向管理模式等问题。因此，我国中小企业的融资渠道狭窄，导致资金不足，缺乏发展动力。中小企业规模小，产品质量低，技术水平低，市场竞争力差，市场影响小。中小企业对市场信息的收集和分析能力薄弱，不能及时判断经济情绪、金融环境和产业状况的变化，抵御风险的能力较弱。因此，它的生命周期很短，每年都有大量中小企业倒闭。

本文首先通过调查法，文献研究，案例研究方法对中小企业在中国和外国中小企业管理模式和领导风格的分析，最后，给出了SWOT的形式问题，从而提出中国中小企业管理模式和领导方式的优化方案和建议。

关键词:管理模式；领导方式；中小企业

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## **Chapter1: introduction**

### **1.1 Purpose significance**

With the development of China's economy and the popularization of international trade, the development model of most small and medium-sized enterprises is facing challenges, which need to be further improved and optimized.

One of top priority is enterprise management mode and the high-level leadership style, in order to improve the competitiveness of Chinese enterprises, promote the development of enterprises, small and medium-sized enterprises need to further improve the optimization management mode with flexible leadership style, realize the scientific and flexible development of the enterprise.

2017-2022 Chinese enterprise management industry market depth research and investment strategy research analysis, at present our country small and medium-sized enterprise has 4000, accounts for 99% of the total number of enterprises, accounted for 60% of China's GDP, 50% tax and 80% of employment in cities and towns.

However, the data show that there are 18 departments which currently charge the administrative fees of smes. There are 69 categories of projects. That overwhelmed the business.

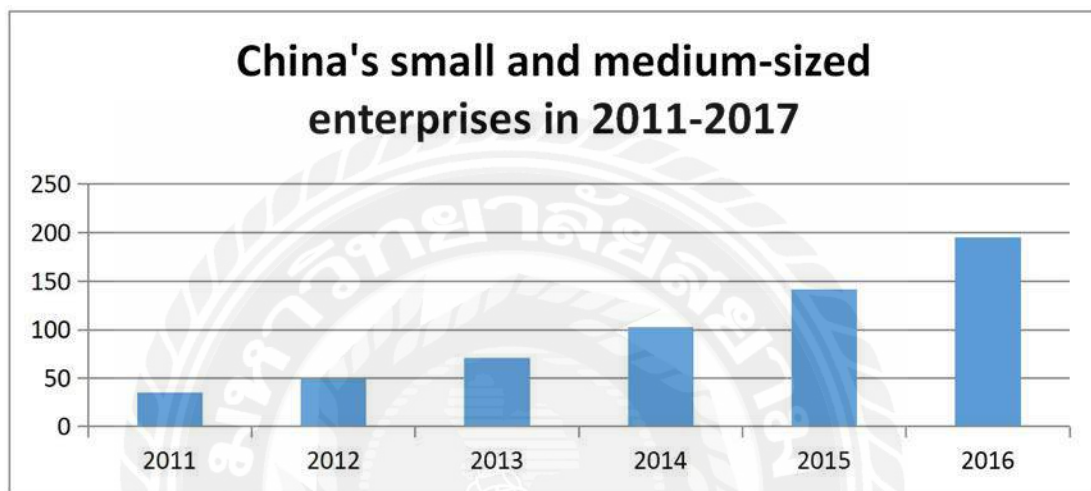
Small and medium-sized enterprises are the basic forces for promoting employment, improving people's livelihood, stabilizing the society, developing the economy and promoting innovation. It is the largest and most dynamic enterprise group that forms the main body of market economy.

The development of small and medium-sized enterprises is related to the transformation of China's economic and social structural adjustment and development mode, which is related to the promotion of employment and social stability, and related to technological innovation and transformation and upgrading.

By, micro, small and medium enterprises in China accounted for 99.7% of

the total number of national enterprises, including small micro enterprises accounted for 97.3%, provide jobs in cities and towns of more than 80%, creating the final product and service is equivalent to 60% of gross domestic product, pay taxes accounted for 50%.

More than 75 percent of China's invention patents and more than 75 percent of innovation in enterprise technology and new products are developed by small and medium-sized enterprises.



As shown in the figure, in the end of 2015, there were more than 20 million small and medium-sized enterprises in the country, over 54 million self-employed businesses, and the contribution of small and medium-sized enterprises to tax increases steadily.

Take industry as an example. By the end of 2015, there were 365,000 small and medium-sized industrial enterprises in China, accounting for 97.4% of the industrial enterprises.

The tax revenue was 2.5 trillion yuan, accounting for 49.2 percent of the total amount of taxes of industrial enterprises. The total profit was 4.1 trillion yuan, accounting for 64.5 percent of the total profit of industrial enterprises. Small and medium-sized enterprises provide more than 80% of urban employment, become the main channel of employment.

### 1.1.2 Current management mode of small and medium-sized enterprises

Nowadays, the management mode of small and medium-sized enterprises in China is mostly business operators, with a certain family management mode. But seems to be very stable, this management mode, after all, a family has a real common goal, but from the current economic development, there are still many defects, especially in the current enterprise in the increasingly competitive society.

This kind of management mode of small and medium-sized enterprises in the current major adverse effect has the following several aspects: one is the enterprise management of division of labor is not clear is very fuzzy, enterprise division of labor for the enterprise work efficiency and the quality of the work and future strategy have very important influence, this kind of management mode for enterprises of small and medium-sized enterprises development has the extremely disadvantageous influence.

The current management mode, rules and regulations of the enterprise is not very perfect, in daily work of the lack of standardization, enterprise management system is imperfect, the lack of long-term planning in enterprise management, serious impact on the improvement of enterprise competitiveness.

### 1.1.3 The enterprise lacks international professional management personnel

This kind of small and medium-sized enterprise management mode, the enterprise staff are mostly consists of family and relatives and friends but most of these workers lack of professional knowledge of enterprise management, top leaders are lack of management and strategic consciousness, lead to difficult to effectively improve enterprise management level.

At the same time, it also affects enterprises to absorb some international professional talents to enter the enterprise, and to increase the development of enterprises truly in line with the power of modern economic development.

Ii. The changes needed in the management mode and leadership of small and medium-sized enterprises

The development of small and medium-sized enterprises has made important

contribution to the development of China's social economy, but the current management model of small and medium-sized enterprises in China needs to make important improvements and improvements.

At present, China's small and medium-sized enterprises need to change their management mode. Firstly, the competition of enterprises increases gradually.

With the development of the society and the adjustment of national policy, the development of small and medium-sized enterprises is supported by the state and protection, the number and size of smes gradually increase, this has also increased the competition between small and medium enterprises, enterprises need to constantly improve management mode to improve their competitiveness.

Secondly, the current management model of small and medium-sized enterprises has drawbacks.

The current small and medium-sized enterprises are mostly implements the unification of operation right and ownership, the family-owned enterprises inject more leadership management way to modern management concept, for the long-term development of small and medium-sized enterprise has a very adverse effect.

The development of small and medium-sized enterprises has made an important contribution to China's economic development, and has made an important contribution to the employment pressure in China.

However, the management mode and leadership style of small and medium-sized enterprises have been difficult to adapt to the demands of society in the current society and need to make important reforms and adjustments.

## **Chapter2: literature review**

### **2.1 Management mode definition**

Management mode is the human nature assumption in management is designed on the basis of a set of specific management concept, management content, management tools, management procedures, management system and management system and its methodology repeatedly applied to enterprises, make the enterprise in the process of running consciousness; Rules of management to be followed.

Management mode from the structure, is the management idea, the height of the framework of general, often abstract for a few words, cannot see managers from the management mode of the specific management method and idea.

For example, A management model (A management model that is now being promoted), dual management mode, network management mode, only literally can't see what the content is.

Between objects and management mechanism focuses on the management of internal checks and constraints, this mechanism can make the management system, method and scheme to obtain the very good implementation, such as some people call management system management system operating mechanism.

As a small example, the health of the company's compound is always damaged, and the responsibility of the office can't be solved very well.

Because office workers spend most of their time indoors, it has time to limit their outdoor tasks. This is a management error and a lack of management mechanism.

If the guards were in charge of health inspectors, the situation would be a different one.

Most of the workers' workplaces are outside, allowing them to monitor the health of their health and have a good effect.

The health system is changed from the original to the office personnel and the sabotaging personnel, to the security personnel and the sabotaging staff, which is a

change in the management mechanism. But it's not a change in management mode. The pattern is macro. The central task of modern management is to manage people.

Management mode determines the content of the management, from pioneer Robert Owen founded enterprise management system, to the production of Taylor's scientific management theory, to modern management theory, management pattern also experienced many changes.

The mode is the standard form or fixed format of something, and the expression of English in Management mode is: Management System (Management communication) and Management Model (Management Model).

We define management patterns as a set of operating systems that are solidified in the management process.

The formula can be expressed as: management mode = management idea + system structure + operation method, which can be simply expressed as:

Management mode = philosophy + system + method

MS=f(I) +f(o)+f(s) (IOS model)

Among them MS: Management System

I: the Idea/Ideology

O: Operation/Organization

S: Stratagem/Strategy

Management mode, informally is a enterprise in the management system and other enterprises are not the same place, from the perspective of institutional economics, including the formal system and informal system two aspects, namely enterprise management rules and regulations and enterprise culture in the different characteristics of the most basic.

Generally speaking, enterprises in different countries have different management modes, and the same enterprise has different management modes at different times.

At present, the management model which is generally accepted in theory has Japanese management mode and American management mode.

The differences of different management mode determines the management

characteristics, such as the United States the characteristics of the management mode is to encourage personal heroism and assessment of ability as the main characteristics of mode, it mainly displays in management is the standard management, system management and the management regulations, to the rule of law as the main body of scientific management.

And the characteristics of Japanese management model is collectivism as the core work in sequence, the great debate JueCeZhi characterized, attaches importance to interpersonal relations, to the collective interests first, family etc give priority to the characteristics of emotional management.

## **2.2 China's five enterprise management modes**

### 2.2.1 the management mode of familiarization management mode

One of the most important functions of the family blood relationship is the function of cohesion, which is to try to manage the enterprise through the cohesive function of family ties.

Historically, although an enterprise has been in its entrepreneurial period, this family-friendly enterprise management model has played a good role.

However, when the enterprise develops to a certain degree, especially when the enterprise develops into a big enterprise, this kind of familiarization enterprise management mode will soon have a problem.

Because this kind of management model used in the cohesive function of family blood relationship, together by its function and converted to internal friction function, therefore this kind of management model should be substituted by other management mode.

Our country enterprise management mode in the start-up period of affection to enterprise's positive influence is almost 99%, but when the enterprise after leaped over the entrepreneurial stage, its negative effect to the enterprise also is almost 99% of this management mode is just because of the credit system and the legal system of our country is still not perfect, make people afraid to give his assets to people who



have no blood relationship, and thus have to take this kind of management mode of affection.

### 2.2.2 friendship management mode

This management model also has positive significance at the start-up stage.

This model is very cohesive when you have a small amount of money, which is when a friend can and will do anything for a friend.

But when enterprise development to a certain size, especially after the enterprise profit growth to a certain degree, the elder brothers son of friendship will fade, so if it is not as development and adjust the management mode as soon as possible, then it will inevitably lead to quickly decline or even bankruptcy of enterprises.

In a private enterprise, called "vantone", the beginning is to have an affinity for five people establish a friendship of the enterprise, then everyone can service, between entrepreneurs can completely don't care about money.

But when vantone got the first big profit, the five started rubbing up.

Wantong was relatively large shareholders is called feng lun, he also wants to continue to adhere to the management mode and make the enterprise development, he read the "water margin", organization enterprise founder of a partnership with split let everyone learn from, but the result finally didn't solve the problem, have to a few people to dissolve the company, give up the friendship management mode. Since then, wanton has hatched several businesses because of the entrepreneurs.

### 2.2.3 warm management mode

This management mode emphasizes that management should be more of an intrinsic role of human nature, and only in this way can enterprises develop rapidly.

The emphasis on human love in the enterprise is right, but it cannot be emphasized as the principal principle of corporate management.

Human principle and the enterprise management principle is the principle of different categories, therefore, excessive emphasis on human, not only conducive to enterprise development, and enterprise finally often out of control, and even will go bankrupt.

Some people always like what speaks in the enterprise management what affection and conscience, as enterprise managers think that one if for the managers want to very thoughtful, then by managers will have a good return, is to work hard, such enterprises can better development.

It can be seen that the soft management mode is actually to deal with the management relationship in the enterprise with the principle of conscience. In economic interest relations, the so-called conscience is hard to talk about clearly.

In the theory of economics, conscience is actually an ethical and standardized return mode of economic interests in the form of human interest.

Therefore, if generally speak what conscience, what about the human nature, don't touch the interest relations, don't talk about the interests of mutual benefit, is, in fact, it is hard to be managers did well, enterprises are maybe in the end.

Management is not just about warmth, but first is the definition of interest.

Some people are born warmth, the definition of interest relations are often with kid gloves, but in the enterprise management to define the interest relationship is "ruthless", the definition of interest relationship, at some point "hand hot", "the heart is not malicious" are not enough.

Only those who are "not soft" in front of a variety of interest relationships, especially those who can "pull the face" of interest relationships, can become professional managers. For example, if someone is laid off cry, a person as a manager relented, readiness to poor of layoffs and let him work, that this person could become a professional manager.

#### 2.2.4 randomization management mode

In reality, there are two forms: one is the autocratic management in private enterprises.

The reason that dictatorial management is a kind of randomization management is that some private entrepreneurs are very dictatorial.

He calls the shots, he can change any rules at any time, and his words are principles and rules, and so the management is random. Another kind of form, is what happened to administrative intervention in the state-owned enterprises, government

agencies can any intervention in a state-owned enterprise management activity, resulting in the management of the enterprise very audio.

It can be seen that this management mode is either the dictatorial management of the private enterprises or the excessive administrative interference of the government in the state-owned enterprise system. The downfall of many private enterprises is the inevitable result of the implementation of this randomization management model.

Because the entrepreneurs are wrong, others can't make corrections, even the founders' decisions are wrong, others can't change, and finally the enterprise is doomed.

#### 2.2.5 institutionalized management mode

The so-called institutionalized management mode refers to the promotion of enterprise management according to certain established rules. Of course, the rule must be a contractual rule, and it is also a right to be symmetrical.

Therefore, the objective model of future enterprise management is based on the institutionalized management model, which appropriately absorbs and utilizes some useful elements of several other management modes. Why this is said is "cruel" because of institutionalized management. It is indeed beneficial to introduce a little kinship, friendship and affection.

Even at times, it is possible to do a bit of random handling of conflicts and interests in management, "downplay" the rules, because the institutionalization is too rigid.

If improperly "soften" is not good to do, after all is management of the main objects or people, and people are not generally items, people there are all kinds of thinking, is a highly motivated, institutionalized management so completely said. Properly absorb the advantages of a bit of other management patterns and combine them into a hybrid enterprise management model.

This is probably China's more than a decade of choice in the management of the enterprise, the consensus of the conclusions.

### **2.3 theory of psychological contract**

The psychological contract was formally put forward by the famous American management psychologist, shih E.H.S. chein.

The psychological contract, he argues, is that "individuals will have something to do with the desire to organize, and the organization will provide a kind of cooperation for the individual's expectations."

Although this is not a tangible contract, it plays the role of a tangible contract.

The enterprise clearly understands the needs and development aspirations of each employee and tries to be satisfied;

And employees are dedicated to the development of the enterprise because they believe that the enterprise can meet their needs and aspirations.

Its meaning can be described as a state, in which the development of the enterprise growth and employee didn't pass a paper contract stated, but it still can find the decision of enterprise and the staff their own "focus", like a paper contract specification.

That is, the enterprise can clearly understand each employee's development expectations and satisfy them.

Every employee also contributes to the development of the enterprise because they believe that the enterprise can realize their expectations.

"Psychological contract" is the implicit contract between employees and enterprises, and its core is employee satisfaction.

If the employee's tasks can be divided into closed and open, employers pay can be divided into short-term and long-term, we can also find four types of psychological contract, transactional, have detailed task, employers to provide short-term remuneration;

Transitional, without detailed tasks, employers provide short-term compensation;Balanced, the task is very detailed, and the employer offers long-term compensation;

Relationships, tasks aren't clear, but employers offer long-term rewards.

In general, the psychological contract consists of the following seven aspects: good work environment, task and anastomosed with the professional orientation of security and belonging, rewards, value identification, training and development opportunities, promotion.

The main body of psychological contract is the psychological state of employees in the enterprise, and the three basic concepts used to measure the psychological state of employees in the enterprise are job satisfaction, work participation and organizational commitment.

In the organization of economic activities such as enterprises, employee's job satisfaction is the key and key to the management of enterprise psychological contract.

The purpose of psychological contract management is to realize employees' job satisfaction through human resource management, and then realize the strong sense of belonging and high investment in the organization.

Therefore, in order to realize the most effective allocation of human resources, the enterprise must enter into the EAR circulation of the psychological contract in a comprehensive way, and realize the expectation of employees by influencing the EAR loop.

In the E phase, the enterprise should understand the expectations of employees, and make clear the current situation of the enterprises and their departments and the development of the next few years, thus helping to build a reasonable expectations, prompting its convergence is expected to work hard.

In stage A, the psychological contract is based on the future prediction of the enterprise. When the reality and forecast are biased, adjustment is inevitable.

Companies should communicate with their employees in a timely manner, and there are new developments, so they are expected to make adjustments.

In particular, when the situation of the enterprise changes significantly and causes the employees' psychological upheaval, timely communication at the top can reduce the psychological burden of employees and reduce the negative impact.

In the R phase, the enterprise should investigate the degree of achievement

in a timely manner and understand that the reasonable expectation of the employee has become more and more realistic. Is the work environment as good as hoped?

Have you received the training you should have?

Has the job changed?

Has the salary been increased?

What are the expectations that have been implemented and why?

What has not yet been achieved is the ability of the employee, or the reasons for the enterprise.

After a series of questions have been answered, the company will enter the next stage of the EAR loop as employees move forward.

In short, although the "psychological contract" is only found in the heart of a staff, but its intangible specifications, can make the enterprise and the staff in the dynamic conditions to maintain good and stable relations, make employees to see themselves as the main body of human resource development, the development of the individual fully integrated into the development of the enterprise.

Therefore, only by fully grasping the psychological contract and participating in the staff EAR circulation process, can the enterprise create an organization that is always full of vitality.

### 2.3.1 characteristics of psychological contract

In Rousseau's theory, this is the core characteristic of psychological contract, which is subjective perception and varies from person to person.

Dynamics.

Psychological contract changes in the relationship between employees and organizations.

Accountability: the psychological contract focuses on the mutual responsibility of employees and organizations. On the basis of existing commitments, both sides invest in each other's relationships and expect positive outputs.

Each other.

The psychological contract cannot be separated from the premise of employing both parties. Individuals or organizations cannot form psychological

contracts unilaterally. It is that this inevitable relationship is formed in the interaction between the two sides.

### 2.3.2 theory of leadership style

Leadership style refers to the specific form and means used by leaders to implement leadership behaviors, which is an important factor that directly affects the effectiveness of leadership.

Understand and understand the leadership style, and be good at changing the leadership style with the change of times, is an important condition to achieve the leadership goal and to lead the work.

### 2.3.3 type of leadership style

Centralization, decentralization and equalization.

The control and application of leadership power can be divided into centralized, decentralized and equal-style leadership.

Centralized leadership means that all power is concentrated in the leadership group or individual, focusing on the use of centralization in the implementation of the work, but not the authorization.

Centralization is effective only in certain circumstances.

The leadership style refers to the direction of the leader to determine the goals, policies and tasks, and does not intervene in the activities of the subordinates to complete the tasks. The subordinate has certain autonomy.

The equalization leadership style is the leader to master some important power, and the right to decentralize the subordinate, so that the subordinate has certain autonomy within the scope of his functions.

Its characteristic is to maintain the balance of power, not to be partial to centralization, also not be partial to decentralization.

Mandatory imperative, laissez-faire and education excitement.

According to the leadership mode can be divided into mandatory imperative, laissez-faire and education inspired leadership style.

Mandatory mandatory leadership style, pay attention to formal organization structure, organization rules and discipline function, through the organization system,

take the command mode to carry out the leader.

In this way, the leadership efficiency is high, but the initiative and enthusiasm of subordinates are not easy to play.

Laissez-faire leadership, not paying attention to the power and rules and regulations, the role of discipline, the free and laissez-faire attitude of subordinates, this kind of way is prone to chaos and out of control.

Education inspired leadership style, pay attention to ideological education and incentive work, use infusion, dialogue, inspire, and discuss persuade education methods and a variety of incentives, arouse people's intrinsic motivation, make subordinate heart said surrendering to comprehend and accept the leadership of the intent, on own initiative to achieve goals, specific leadership efforts. It is an effective way of leadership. Heavy - type, heavy - work and human - style.

According to the leadership activities, the focus can be divided into heavy, heavy and personnel. Heavy leadership is committed to building a harmonious interpersonal relationship and a relaxed work environment and leading activities with a people-centered approach.

The emphasis on organizational goals, the completion of tasks and the improvement of leadership efficiency are focused on the leadership activities of the center.

The personnel and leadership style of leadership is both caring for people and working, and the dialectical unity between caring and caring. Only caring about people can arouse people's enthusiasm, and only care about work at the same time, can make everyone have clear responsibility and goal.

#### 2.3.4 theories of leadership styles

By the management, white and Peter lee. They believe there are three basic leadership styles. Authoritarian dictatorships.

In this way the leaders often personality strong, domineering, even decided to all policies and orders, needs strictly compliance, and is a dogma and arbitrary, to rely on the implementation of disciplinary power of leadership.

Democracy.



In this way the leader that subordinates are equal, should be respected, they proposed actions and decisions with subordinate consultations, main policy collective discussion and decision, encourage subordinates to participate in.

Laissez-faire.

This kind of leader likes loose management and rarely USES power to encourage his subordinates to act independently. Subordinates determine their own work objectives and their actions, and managers provide information only to serve as the contact person of the group and the external environment.

### 2.3.5 four leadership styles

Mr Likert, a management expert, found that executives who used "group participation" to do business were the most successful.

The way to use fear and punishment is to use both rewards and decision-making power to focus on yourself.

"Liberal - authoritative" : a certain trust and confidence of the staff, and reward and punishment, allows a bottom-up communication, awarded certain decision-making power at a lower level, but firmly control policy.

"Consultative" : a considerable amount of trust and confidence in subordinates, usually seeking to adopt subordinates' opinions;

The use of rewards, occasional punishments and a degree of participation;

Two-way communication; While making major policy and general decisions at the highest levels, it allows the lower levels to make specific decisions and, in some cases, consultations. "Group participation" : to be confident and full of trust in all matters, always obtain ideas and opinions from subordinates, and actively adopt them; Group participation in identifying goals and evaluating progress towards achieving goals;

#### (a) 2.3.6 four basic leadership styles of 3d construction theory

Reding briefly divided the leadership style into four basic leadership styles.

close people (related) are the leaders who value interpersonal relations but do not value work and tasks.

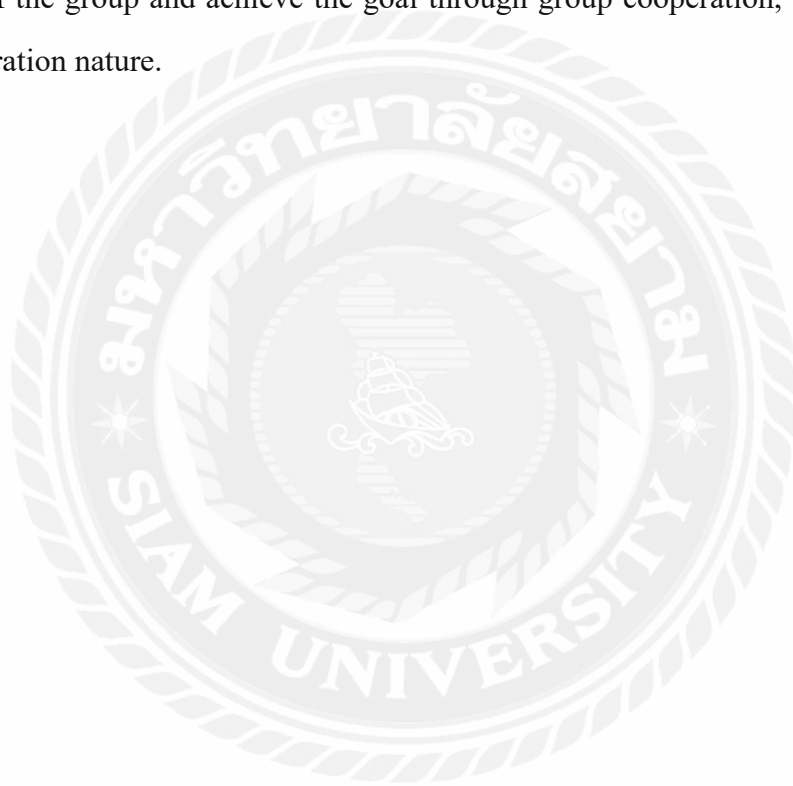
As long as the group is able to get along well, the relationship is harmonious,

time and efficiency are secondary.

separation refers to such a leader who neither values his work nor attaches importance to interpersonal relations, and does not seem to be relevant to his subordinates, and ACTS according to the regulations, regardless of personal differences and innovation.

the dedicated person refers to the leader's single-minded desire to complete tasks, to be impartial and impartial.

integrator (integrated) means that this kind of leadership can meet the needs and tasks of the group and achieve the goal through group cooperation, so it belongs to the integration nature.



## **Chapter 3: research methods**

### **3.1 study method**

This article will use the investigation method, the literature research method, the case study method three ways to conduct the analysis

#### **3.1.1 survey method**

Investigation method is one of the most commonly used methods in scientific research. It is a means to collect materials about the actual situation or historical situation of the study subject, systematically and purposefully.

Survey method is the basic research method is commonly used in scientific research, it integrated using the method of historical method, the method of observation and conversation, questionnaire, case study and test of scientific way, the phenomenon of education in a planned way, careful and systematic understanding of, and the survey collected a large number of data analysis, comprehensive, comparison and induction, so as to provide people with regularity of knowledge.

#### **3.1.2 literature research method**

The literature research method is based on a certain research purpose or topic, obtaining the data through the investigation literature, so as to get a comprehensive and correct understanding of a method to study the problem. The literature research method is widely used in various subjects.

Its role is: to understand the history and present situation of the problem, and help to determine the research topic.

The ability to form general impressions of the subject is helpful for observation and access. To obtain the comparative information of the actual data. It helps to understand the whole picture.

#### **3.1.3 case study method**

The case study method is a research method to identify a specific object in the research object, investigate and analyze it, and find out its characteristics and its forming process.

There are three basic types of case study:

personal investigation, i.e. investigation and study of one person in the organization;

group investigation, i.e. the investigation of an organization or group;

investigation of a phenomenon or question.

### **3.2 research process**

This article mainly through multiple case series of China's small and medium-sized enterprise case analysis, and then to large enterprise case analysis, finally, in case analysis compared with foreign enterprises, finally comprehensive research to use swot analysis for all material, from the medium-sized enterprise case, to the foreign enterprise classic case investigation to the comprehensive analysis of China's small and medium-sized enterprise management mode and the style of leadership strengths and weaknesses, and then concludes the optimization scheme and the suggestion, complete conclusion.

#### **3.2.1 research questionnaire**

The following is the network collection of small and medium-sized enterprises in the middle and upper middle class leadership needs staff's ability and enterprise type of small network lookup table

Questionnaire 1:

Ability to perform tasks related to non-social work that require certain technical knowledge and skills

Ability to understand the various aspects of the position in office

Ability to find new ways to perform tasks;

Solve new problems

Ability to articulate ideas effectively and persuasively

Ability to work effectively with multiple team members

Have the ability to make organized and clear oral statements and written statements

See your own abilities, one thing at a time.

Ability to make responsible decisions without the help of others

The ability to plan and organize for yourself and others

Ability to use time and energy from the company's interests

A company that has the ability to accept conflict with individual privileges

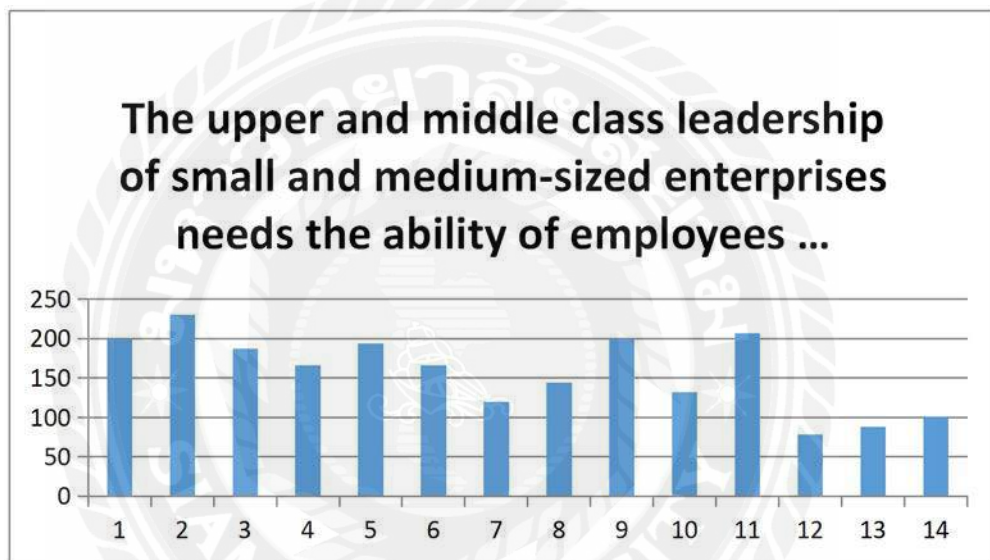
Maintain social relationships with other members of the company outside of work

Have good self-reducing stress ability

Participate in corporate activities frequently

Have a good cleaning or organizing work area clutter habit

We sent 308 Internet survey sheets, 269 items and 36 pieces.



Upper questionnaire in general, small and medium-sized enterprise personnel attaches great importance to the individual ability and the loyalty of employees, not too care about the culture of the enterprise itself, the psychological quality of staff communication and staff own requirements.

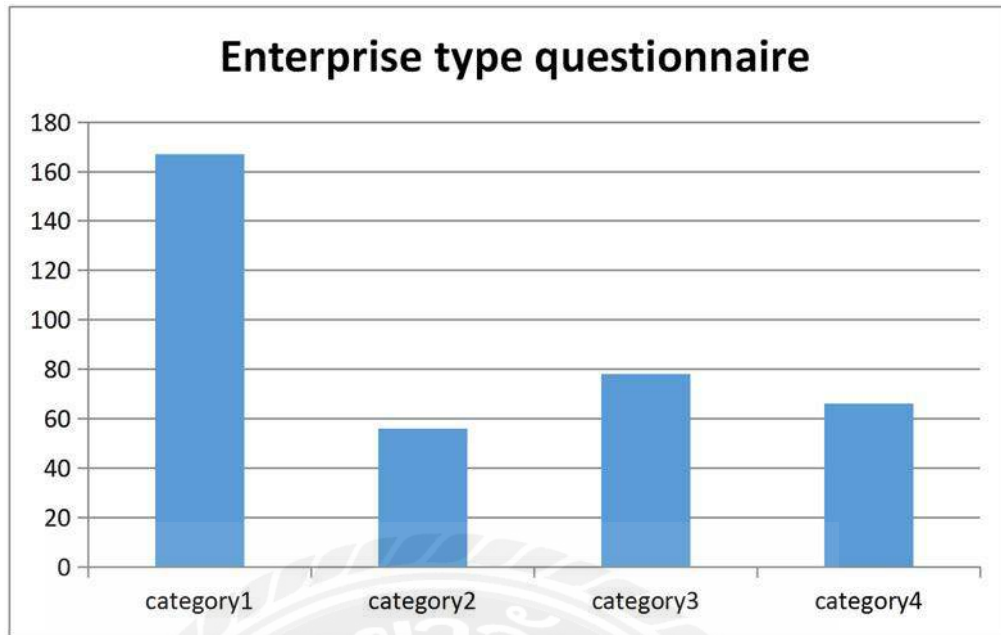
Questionnaire 2:

Whether the enterprise is a family management mode. Willing to accept the foreign technical talents to contact the improved core technology.

Communicate with third-line staff frequently as the upper level staff.

The enterprise external and webpage have certain benefit propaganda introduction.

289 pieces of network questionnaire were sent, with 256 PCS and 12 pieces.



From the above questionnaire, it is known that the enterprises in the family management mode now occupy more than the small and medium-sized enterprises, which distrust outsiders and communicate with foreign employees less.

Also, now small and medium-sized enterprises are not good at their own propaganda.

## Chapter 4: research and analysis

### 4.1 case analysis of small and medium-sized enterprises in China

#### 4.1.1 case: the rise and fall of wugu road

Company background: grain and dojo as the world's top 500 large enterprises, the first is a strong supporter, near from medium-sized enterprises rapidly toward large companies, in November 2005, released CCTV brand spokesperson bao-guo Chen "more healthy than Fried," advertising, opens the grain dojo bombing of the market situation in the country.

Grain dojo appeal directly to positioning to the health of instant noodles, and points out that only not Fried is health directly, it is very fresh for Chinese consumers, but also relevant to the advertising of consumers on food safety, it is easy to grabbed the consumer's mind. Wugu ashram has also become a black horse of the food industry in 2006.

Not for long, however, with the passage of time, a series of problems on grain dojo appeared gradually, and quickly lost in strife-torn, a Cha angry at less than a year of the new brands into the pattern.

Analysis from the perspective of management mode: First, blind expansion has not paid attention to management balance.

In 2006, the grain dojo is almost set up offices in more than 30 cities at the same time, the number of employees in half year once extended to more than 2000 people, the operating costs for a newly established company and management the difficulty is unprecedented.

With the expansion of the whole country, wugu ashram has invested in a production base in 9 provinces, including Beijing and hebei, and plans to build 20 production lines by the end of 2007, with a monthly capacity of 200 million yuan.

And analysis is such a big production capacity is expected to conform to the market rule, the resulting pressure is absolutely unprecedented, needs the enterprise has a strong capital strength and smooth financing channels to make it.

Proved the grain direct cause of the crash is because dojo investment

capacity various tie up funds contributed to tie up, resulting in a large number of staff turnover of employee wages, tie up to dealers capital channel, tie up in which lead to production of liquidity does not conduct, often out of stock.

Ultimately, the operation cannot be followed. Second, mismanagement

Although Wang Zhongwang to dig people and has been in the instant noodles industry, can be used in personnel especially senior managers have a lot of mistakes, will your company's management staff of the company management of grain and dojo as investors not straighten his position, his investment company is treated as a home under the sun and personally involved in management, and hand to the grain dojo cultivated professional managers overhead was forced to leave, so that the marketing strategy are rejected big company causing unrest.

Analysis from the perspective of leadership:

Vacuum regulation, lack of communication with staff, can not solve practical problems.

Grain dojo in order to expand sales area, and don't want to spend a lot of people management fees, top leaders want to supervise and to save travelling on the road, so use modern machine camera monitoring, when problems arise, however, only a single data directly transfer to lower level staff, directly given their own solutions, the authoritarian management completely, has caused many problems cannot be fundamentally solved, in the end this way of management and leadership problems caused more and more, finally formed an invisible bomb.

Summary of this case:

About our instant noodle industry rising star grain dojo crash, the domestic each big media have all fired nearly a year, also have the industry and industry during the period of each expert, from different angles to understand the decline of grain and its enterprise, time loss of strategic theory, lack of cultural theory, lack of management theory, lack of the public relations theory, lack of human resources theory, theory of blind expansion, poor financing theory, and so on various explanations, almost exhausted can afford to enterprise management and market marketing world, who get fit to all kinds of new words.



In fact, the grain dojo is one of the thousands of thousands of private small and medium-sized enterprises in China, which I think lack of "corporate culture" and "lack of marketing management theory of" analysis of the grain and dojo team short might seem more sensible.

In fact, if we think about it, the assumption that these so-called culture and management are not missing is impossible!

For any team to build Rome was not built in a day, hope in the short term (especially grain) three or four months is the duration of the dojo form a team culture, and management of the idea cannot be achieved, so in line with market management mode with flexible leadership style transformation is the top priority of the development of enterprises.

Have passion and willing to communicate with lower level employees to leadership, so as to gradually form, and employee psychological contract before final common identity, abide by, with the characteristics of the enterprise values, principles of operation, management style, enterprise spirit, moral norms and development goals.

According to a widely Shared international view, corporate culture is the way individuals behave in a particular business environment.

It's difficult to imagine in a blank, on the basis of a newly formed a new group to form a common, and is benign culture, there is no culture, talk management nature also will appear more far-fetched.

## **4.2 analysis and comparison of classic cases of Japanese family management mode**

### **4.2.1 case study: analysis of the rise and fall of sanyo electric co. LTD**

Enterprise background: SANYO (SANYO), is a Japanese large enterprise groups with a history of 60 years, headquartered in Osaka, Japan, product display, mobile phones, digital cameras, mechanical, biomedical, and many other fields.

Sanyo electric motor was founded in 1947 by well - aged male (1902-1969) and was formed in 1950. The company was established in 1950 as an employee of matsushita and former employees of matsushita.

The company's name in Japanese means "three sea", refers to the company's founders have their products sell to all over the world, across the Atlantic, Pacific and Indian Ocean ambitions.

Sanyo electric is currently owned by Panasonic of Japan and has 324 offices and factories and around 100,000 employees worldwide.

In recent years, the total annual sales of more than 1.5 trillion yen (about \$11 billion, the products sell well all over the world, especially in lithium battery technology, solar photovoltaic technology, frozen storage and transportation technology and is a world leader in environmental protection technology.

In the 1999 fortune global 500 list, sanyo ranked 277th with \$69.9 billion in assets. But this is a the ever made imitations of home appliance giants, such as samsung, haier with sanyo in Japan its last subsidiary, sanyo birds take technology solutions company sanyo (TS) of all shares transferred to JIA,, will be March 31, 2015 with the legend.

Analysis from management mode: First, family management

The family has always firmly grasped the control of the enterprise, which is full of the smell and weakness of the old-style Japanese enterprise.

There is often a dispute between the family and management, even to the point of ignoring corporate interests. "We are not aware of our rivals," said jing zhi, who was President of Japan's sanyo electric motor corporation.

Management innovation and technology development is critical for an enterprise, and management is hindered enough to bring a business to a standstill.

Second, the problem of OEM production

Since the 1990 s, due to the obvious advantages of with the Japanese electronics companies - fine production quality control, complete spare parts supply, etc., sanyo began to other OEM production enterprise, for sanyo created huge profits in the short term, and at the same time compared to other Japanese electrical home appliances enterprises struggle is particularly eye-catching.

Relying on contract workers can make profits, which makes it difficult for sanyo to innovate and transform its business.

In color TV business, sanyo is focused on the machine core production of TV, this is different from Japanese and Korean companies such as SONY, samsung, panasonic is given priority to with the whole machine production mode, in the end, sanyo's customer sanyo's most important competitors.

One of samsung's top executives pointed out that "it used to be samsung's TV manufacturing contract for sanyo, and now it's not even eligible for samsung's LCD TV contract."

Sanyo insisted on OEM manufacturing as the core business until 2005.

However, when the market situation changes, the production capacity is often the first overhang, which is the biggest hidden danger in sanyo.

Third, organizational barriers.

Along with the growth of family enterprises, the internal can form various interest groups, as a result of the inclusion complex relationships, there will be a dilemma, not just treat the development of the company and interests fairly, has directly led to the decision of the mistake.

Fourth, the failure of self-transformation

A key reason is that their products upgrading failed to catch up with the so-called technology revolution, we all know that traditional sanyo is characteristic of home appliances, and then we see what a feature?

Means the whole household appliances, all Japanese electrical home appliances industry, at the time of around two thousand, are all faced with the plight of a forced transition, the pressure from the technology revolution, is the so-called cultural revolution, the production way of revolution and technology revolution, is now a lot of home appliance industry of a class there is a so-called segmentation, for the most simple example, Japan's most powerful is the so-called vertical series of enterprises, that is to say the product from development to final production all made within the enterprise, but the impact of the cultural revolution, competitiveness, and makes this mode of production under the impact, the so-called vertical integration of the traditional Japanese enterprise competitiveness all hit.

Analysis from the leadership style:First, the impact of financial fraud

Japan's sanyo, which has had problems with its operations, has also reported a fraud scandal.

In 2004, sanyo talked about dealing with a loss of y19bn, but in fact it did not move after 50 billion yen.

Of course, sanyo knows best that if you deal with it, the black letter on your book will naturally disappear, and the word will be a little black, which is a big deal for sanyo.

In sanyo in the fiscal year ending in late March 2004, its 7 subsidiary companies loss to 190 billion yen (\$1.56 billion), however, has for all the losses and account processing, sanyo side declared losses of 50 billion yuan (\$412 million), one side secretly to "hide" most delay the sterilisation.

Sanyo is ready to march deadline for the fiscal year 2006, dealing with all the subsidiaries of losses, but the amount is too large, lack of core technology, the market is difficult to develop, but the real financial statements out, not only not conducive to the recovery of corporate performance, and may hold business back.

So, sanyo began to make a beautiful promise: in the end of March 2005 financial year, pre-tax profit of 6.8 billion yen, to 48.9 billion yen in March 2006, 2007-2009 a year to 83.8 billion yen surplus.

Second, human resource constraints.

Family-owned enterprises for foreign talents can have a kind of resistance, top management leadership and absorb a new idea is not accepted by good strategy, only step-by-step, still according to the old method, and the development of the enterprise top and decision will also be restricted, the lack of talent enough to limit the development of enterprises.

Family management is applicable to small family enterprises, management is more united, mutual trust, management mode constraints are less, can reduce the management cost, is beneficial to the development of the enterprise.

However, with the continuous expansion of the enterprises and the increase of employees, the family management has not satisfied the development of the enterprise, and the lack of sound mechanism and insufficient capacity hinders the

development and progress of enterprises.

Summary and comparison of sanyo electric appliances:

The pathogeny of sanyo, and now many Chinese small and medium-sized enterprises are the same, is skilled in technology lax management model optimization, may be you are in an industry to have good technology, but there is no suitable for their own enterprise management mode and style of leadership, even leading, also is not a long-term solution, an enterprise management mode of defect is always a big time bomb, only has the fine management mode and flexible style of leadership, to make products into homes, can consumers can personally feel your leading technology, superior quality, to form effective word of mouth, unfortunately, sanyo didn't let the consumers go to want to buy this step.

From a comprehensive production kingdom, to focus on a particular aspect of specialized production, to be the overall acquisition, more than 60 years history of sanyo in the form of a more tragic end his "life", it also reflects even strong electrical appliances enterprise, as long as a little careless operation, get into irreparable situation, even if you have good technology.

## **Chapter 5: SWOT analysis of small and medium-sized enterprises in China**

### **5.1 according to the above summary, the advantages of China's small and medium-sized enterprises management model and leadership style**

#### 5.1.1 advantage 1: management mode is stable and flexible.

Compared with large enterprises, one of the primary features of the small and medium-sized enterprises, enterprise scale is small, the management decision-making power is highly concentrated, but every small business, is essentially a one, make the capital profit motivation fully reflected in the enthusiasm of operator.

Due to the operator's sensitivity to the ever-changing market, the combination of ownership and management can save owners' supervision costs and make decisions quickly.

Fewer employees, second, the small and medium enterprises organization structure is simple, individual's contribution to the enterprise be identified easily, thus facilitating effective incentive for employees don't like big business in the huge stratification is prone to laziness and inefficiency in organizations.

It can be seen that small and medium-sized enterprises have greater flexibility and flexibility in operating decisions and staff incentives than large enterprises, so they can respond quickly to changing markets.

#### 5.1.2 advantage 2: strong focus.

Small and medium-sized enterprises due to its small size, people, goods, and other resources are relatively limited, is unable to operate a variety of products to spread risk, also cannot on a product for mass production with large enterprise competition, therefore, tend to limited manpower, financial and material resources to those who ignored by big enterprises small market, focus on a small product business up and continuously improve product quality, improve production efficiency, in order to gain a foothold in the market competition, thus obtain a bigger development.

From all over the world similar success experience, through the choice to

play their own advantages make enterprises market segment for specialized operation, go to fill a vacancy, small to big, specially delicate wins and the growth of the road, it is many small and medium-sized enterprises in the fierce competition for survival and development of one of the most effective way.

### 5.1.3 advantage 3: family management structure

Walking into some of the offices of some small and medium-sized enterprises, we may not see the layout standard of the front desk and the neat desk, but we can find a "family portrait" hanging on the wall;

Taking over the CARDS they handed out, they found that they were all a family name.

Such family enterprises accounted for most of the small and medium-sized enterprises in China, under the condition of the management is not standard, family-based enterprises operation can be condensed morale, reduce the manpower cost, the small and medium-sized enterprises can "more than good province" to enter the market.

## **5.2 according to the above summary, the disadvantages of the management mode and leadership style of China's small and medium-sized enterprises**

### 5.2.1 disadvantage: the deficiency of nature limits the effectiveness of enterprise expansion management.

Due to the extensive management and management, small and medium-sized enterprises have encountered various problems in the transformation process.

The limitation of the owner's own ability and the "cronyism" caused by the family management can make the enterprises of growing enterprises have great difficulty and limit the development of enterprises.

In order to get rid of the backward management mode, some enterprises blindly trust experience and the system of large companies, hire a background in international MBA at showering to rebuild the management pattern, on a high price for doing so.

Despite the part of the small and medium-sized enterprises of growth out of the mire, set up the standard rules and regulations, to large companies, but more and more small and medium-sized enterprises is not found its own way, in the process of exploring their own development path has lost its own advantage.

5.2.2 disadvantages: ignore the construction of enterprise culture.

In the early stages of the development of small and medium-sized enterprises, the management level of "family" and the system level of "humanized" makes the enterprise can not rely on enterprise culture under the premise of achieve good staff cohesion, and thus greatly save the administrative costs.

When the company began to expand the scale, number of employees increase gradually, due to lack of enterprise culture, the company's cohesion gradually reduce, many older employees have left, and the new into the staff is more no sense of belonging.

The unconnected personnel caused the persistent "anaemia" of the enterprise, which harmed the productivity and innovation of the company, resulting in the vicious circle of enterprise development.

### **5.3 according to the above summary, the opportunities of China's small and medium-sized enterprises management model and leadership style**

5.3.1 opportunity 1: transform the management mode to develop a mature outsourcing system

The mature and developed network outsourcing system enables small and medium-sized enterprises not to pursue the big and the whole. Outsourcing has long been widely used by western companies in global trade.

While some of the criticism of outsourcing has never stopped, it is undeniable that the developed outsourcing system has promoted the development of small and medium-sized enterprises.

By outsourcing, small and medium-sized enterprises can take advantage of the most suitable services and technologies in the market, without having to go to the construction of industrial chain, thus greatly reducing costs and reducing risks.



5.3.2 opportunity 2: flexible leadership style of company culture that is easy to take shape

How to build a corporate culture has always been a difficult problem for small and medium-sized enterprises to obtain solutions. Rapid development of Internet companies shows the rooted in "fan culture" of Internet marketing - the exogenous type enterprise culture marketing cost to replace the traditional administrative costs of enterprise culture, greatly compressed the small and medium-sized enterprises to establish a endogenous type.

The growth of the "snowball" fan culture has also provided the direction and impetus for the development of small and medium-sized enterprises.

#### **5.4 according to the above summary, China's small and medium-sized enterprise management model and leadership style challenge**

5.4.1 challenge: small and medium-sized enterprises need to increase external publicity.

The concept and practice of small and medium-sized enterprises still exist in individual places and fields, which makes it difficult for small and medium-sized enterprises to introduce excellent talents.

Sixty-eight percent of surveyed enterprises believe that the key factor restricting the development of enterprises is the lack of excellent talents.

It is difficult for small and medium-sized enterprises to enter the monopoly industry and the fields and realize fair access.

5.4.2 challenge two: enterprise restructuring and transformation of development mode are more difficult.

Influenced by factors such as capital, talent and market, small and medium-sized enterprise independent adjustment ability is insufficient, enterprise own innovation ability is low, backward technology, new product research and development ability is not strong, the products and the optimization of industrial adjustment is difficult.

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