

Planning the organizational structure of reed e-commerce training platform project

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Abstract

To understand the types and elements of the organizational structure, through the study of talent training project organization, for the talent training project organizational structure in the first three stages of comprehensive analysis, understand the responsibilities and planning of all departments, so as to fully ensure the implementation of the project. E-commerce is a new form of business activities. It USES modern information technology means to replace the links of storage, transmission, statistics and release of paper medium information carrier in the traditional trading process with communication network and computer devices, so as to realize the paperless and online trading of the whole process of commodity and service trading management. With the rapid development of Internet technology, people's life and the relationship between the Internet more and more closely, how to seize business opportunities through the Internet has become an important topic in front of people, now people have used the actual action to answer this topic, that is to open a website, the implementation of online sales. However, when opening an online store, have you ever thought about how to build an online store team, what the department functions of the online store are, and how to plan the functions of the team members?

Keywords

Project; Organizational structure; The project; The structure of the organization.

1. Organizational structure of the project

Organizational structure refers to the division, grouping and coordination of work tasks. Organizational structure is a pattern that indicates the arrangement order, spatial position, gathering and dispersing state, contact mode and mutual relations among various elements of the organization. It is also the "framework" of the whole management system. Organizational structure refers to the structure system formed by all members of an organization in terms of duties, responsibilities and rights through division of labor and cooperation in order to achieve organizational goals. Organizational structure is a dynamic structure system in terms of on-the-job, responsibility and power, which is essentially a division of labor and cooperation system adopted to achieve the strategic goals of the organization. Organizational structure must be adjusted along with the major strategic adjustment of the organization.

1.1 Organizational structure of the project

The organizational structure of the project consists of four structures: functional structure, hierarchical structure, department structure and authority structure.

1.1.1 Functional structure

It refers to the various business activities, as well as the proportion and relationship required to achieve the organizational goals. Its dimensions include function overlapping (overlapping), function redundancy, function absence, function separation (or insufficient connection), function decentralization, function division of labor, function dislocation, function weakening and so on.

1.1.2 Hierarchy

Refers to the composition of the management hierarchy and the number of people managed by the manager (vertical structure). The dimensions include the similarity of managers' functions, the scope of management, the scope of authorization, the complexity of decision-making, the workload of guidance and control, and the similarity of subordinates' professional division of labor.

1.1.3 Department structure

Refers to the composition of each management department (horizontal structure). The main dimension is whether some key departments are missing or optimized.

1.1.4 Authority structure

It refers to the division of power and responsibility among different levels and departments and their mutual relations. It mainly considers whether the authority and responsibility relationship between departments and posts are equal.

1.2 Six elements of project organization

When designing organizational structure, managers must correctly consider six key factors: work specialization, departmentalization, command chain, control span, centralization and decentralization, and regularization.

1.2.1 Professional work

At the beginning of the 20th century, Henry Ford became famous around the world by building automobile production lines. His approach is to assign specific, repetitive tasks to each employee at the company, such as assembling the right front wheel or installing the right front door. By dividing jobs into smaller, standardised tasks that allow workers to perform the same operation over and over again, Ford was able to produce a car every 10 seconds with relatively limited staff.

Ford's experience has shown that workers can be more productive by specialising in their jobs. Today, we use the term work specialization or the division of labor to describe the degree of detail in an organization that divides work tasks into steps to accomplish them.

The essence of work specialization is that a person does not complete a work, but solves it into several steps, each of which is done by a person independently. In essence, work activities are part, not all, of the activity.

1.2.2 Departmentalization

Once tasks are subdivided through work specialization, they need to be grouped by category so that the common work can be coordinated. The basis of job classification is to classify job activities according to their functions. Manufacturing managers organize their factories by dividing experts in engineering, accounting, manufacturing, personnel, and purchasing into common departments. Of course, functional divisions apply to all organizations. Only functional changes can reflect the objectives and activities of the organization. The main functional departments of a hospital may include research department, nursing department, accounting department, etc. A professional football team may have personnel, ticket sales, travel and logistics. The main advantage of this functional grouping is that it improves work efficiency by bringing together similar experts. Functional departmentalization achieves economies of scale by assigning people with similar expertise and research interests to the same department.

1.2.3 Chain of command

Twenty years ago, the concept of the command chain was a cornerstone of organizational design, but today it is much less relevant. Yet managers still need to consider the meaning of the command chain when deciding how to better design organizational structures.

The chain of command is a continuous line of power that extends from the highest levels of an organization to the lowest levels, clarifying who reports to whom. It can answer questions such as: "who do I go to when I have a problem?" "To whom am I responsible?"

Before discussing the chain of command, two auxiliary concepts should be discussed: authority and command unity. Authority is the authority inherent in a managerial position to issue orders and expect them to be carried out. In order to facilitate collaboration, each management position has its own place in the chain of command, and each manager is granted some authority to fulfill his or her responsibilities. The principle of unity of command helps maintain the continuity of the chain of authority. It means that one should answer to one supervisor and only one supervisor directly. If the unity of the command chain is broken, a subordinate may have to contend with conflicts or priorities between different orders from multiple supervisors.

1.2.4 Control span

How many subordinates can a supervisor effectively supervise? This question of control span is important because it largely determines how many levels and how many managers an organization has. Other conditions being equal, the wider the control span, the higher the organizational efficiency.

1.2.5 Centralization and decentralization

In some organizations, the top management makes all the decisions, and the lower management just carries out the instructions of the top management. At the other extreme, organizations delegate decision-making to the most junior managers. The former is highly centralized while the latter is highly decentralized.

Centralization refers to the degree to which decision-making power is centralized in an organization. The concept includes only formal authority, that is, the power inherent in a position. Generally speaking, if the top management of an organization decides the major issues of the organization with little or no consideration for the opinions of the grassroots, the organization will have a high degree of centralization. On the contrary, the higher the degree of participation of grassroots personnel, or their ability to make decisions independently, the higher the degree of decentralization of the organization.

Centralized and decentralized organizations are different in nature. In decentralized organizations, people take action and solve problems more quickly, and more people provide Suggestions for decisions, so employees are less isolated from those decision makers who can influence their work and life.

1.2.6 Regularization

Normalization refers to the degree to which work in an organization is standardized. If a job is highly formalized, it means that the person doing the job does not have much autonomy over the work content, working hours and working means. People are expected to work in the same way and to produce consistent results. In highly formalized organizations, there are clear job descriptions, complex organizational rules and regulations, and detailed regulations on the work process. In less formalized jobs, performers and schedules are less rigid and employees have more control over their work. Since the individual's permission is inversely proportional to the organization's regulations on the behavior of employees, the higher the degree of work standardization, the less power the employees have to decide how to work. Work standardization not only reduces the possibility for employees to choose work behaviors, but also eliminates the need for employees to consider other behavior choices.

The degree of formalization varies widely between and within organizations. At one extreme, it is well known that some jobs are less formal, such as college booksellers (agents of publishers who sell new books to university professors), who have more freedom to work and whose sales language does not require uniformity. In terms of behavioral constraints, it's nothing more than handing in a sales report once a week and making recommendations for a new book. At the other extreme are people who work in the same publishing company as editors. They have to be on time for work at 8 a.m., or face a half-hour deduction, and they have to follow a detailed set of rules and regulations laid down by their management.

2. Organizational structure design of reed e-commerce training platform project

2.1 The initial organizational structure of reed’s e-commerce training platform project

At the initial stage of the project, a linear functional organizational structure was adopted to set up several major departments, including the project operation director, technical department, customer service department and design department, to improve the daily operation of the project, as shown in figure 1.

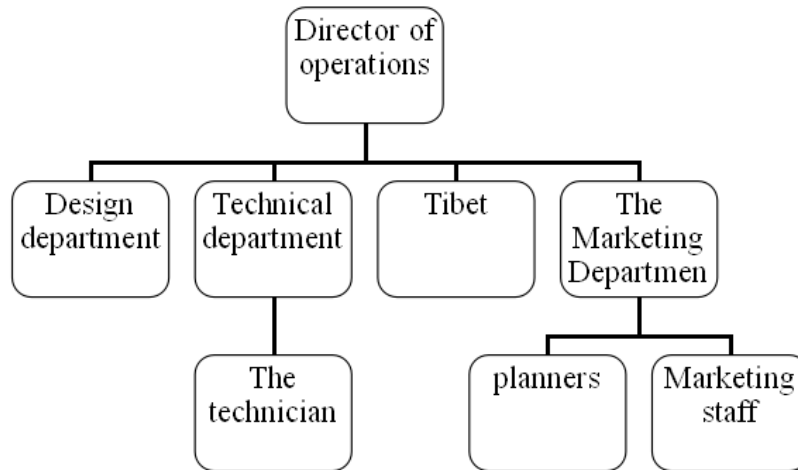


Figure 1 organizational structure of red training platform project in its early stage

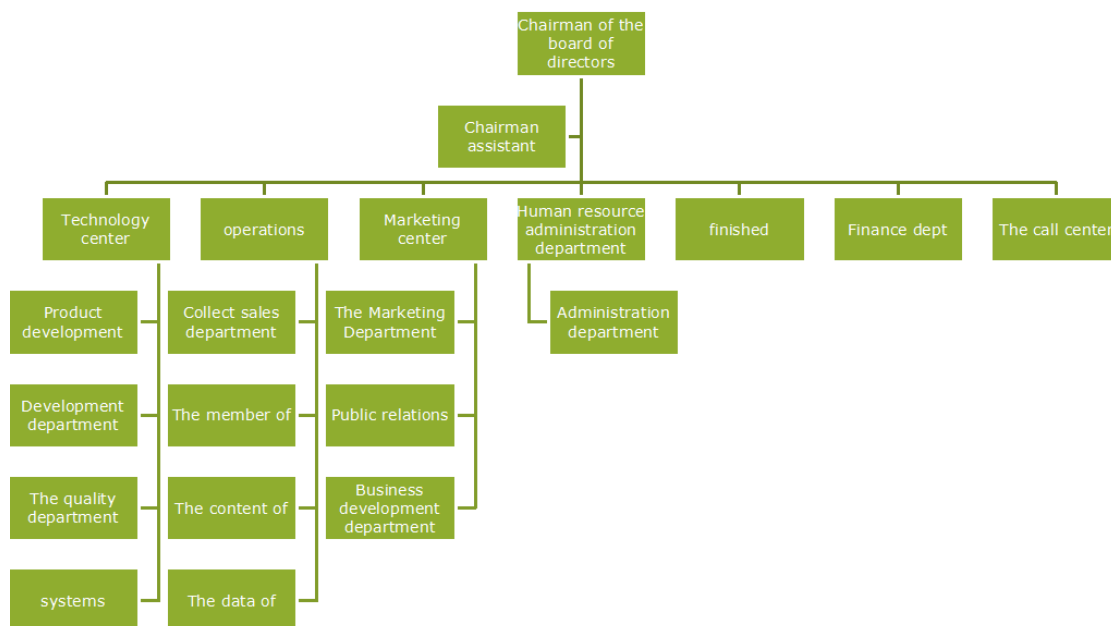


Figure 2 organization chart of mid and late stage of reed e-commerce training platform project

In the initial stage of project development, due to the lack of funds and manpower, the focus of the project is to plan the responsibilities of each department. Therefore, the design department and customer service department are set up independently to promote the project and improve the design of the project. Other departments have merged several of them due to the relatively small volume of business, which makes the workload of each department basically the same and easy to manage. In order to make the relationship between departments closer, the project operation director is set up to make the whole project an organic whole. In order to keep the project on the right track and maintain a good business model and have a better plan for the future.

2.2 Organizational structure of reed e-commerce training platform in the middle and late stage

In the middle and late stages of project development, the organization will inevitably undergo changes. In order to adapt to the long-term development of the project, and to better adapt to the trend of development and create more profits, the organization not only added relevant departments, but also differentiated some departments from other departments, and made a more detailed division of labor for each department. (for details, please refer to figure 2: organization chart of mid-and-late stage of talent training project)

Functions of each department

- (1) Chairman: responsible to all shareholders; To decide on the development strategy, planning, operational guidelines, plans and investment plans of the project; To formulate the annual financial budget and final accounts of the project;
- (2) Technical center: research and develop new system application procedures and improve project functions, interface design, page division, construction of project Intranet and system maintenance
- (3) Operation center: developed the marketing plan of the project according to the requirements of the project, responsible for the daily operation and maintenance of the project
- (4) Call center: external cooperation and liaison, return visit of merchants, online payment processing, anti-fraud monitoring, handling of all kinds of complaint information and related after-sales service
- (5) Financial department: daily financial transactions of the project, daily accounting affairs of the project, preparation of financial reports, etc
- (6) Storage and transportation department: shall be responsible for receiving products into the warehouse according to the plan, counting and checking the products into the warehouse, reasonably organizing the delivery according to the delivery plan, ensuring the delivery quality of the delivered products, and shall be responsible for the security work of the finished products warehouse, strictly preventing the products from being damaged or stolen.
- (7) Human resources administration department: shall be responsible for leading the formulation of the company's competition strategy and long-term, medium and short-term business objectives, and for leading the implementation of the company's "management by objectives" performance appraisal. Establish and standardize the company's human resource management system. Deepen the company's corporate culture, establish a positive, friendly, cooperative and loyal corporate culture atmosphere, establish a learning enterprise.

3. Organizational structure planning and evaluation of reed e-commerce training platform project

Firstly, in the early stage of the project, due to the team's capital and manpower problems, some details cannot be fully taken care of. Sometimes, one person may take on multiple responsibilities. In the early days, I think the biggest advantage of the project is the small number of people, that is, the so-called sparrow is small, but it is all-inclusive. Although the school and the government will provide financial support, it is far from enough to build a formal project. So in the early days, fewer people would be left with a lot of money to spend on the project. It is an unchangeable fact that the biggest chip to retain talents is money. At the same time, the advantages of early are also the disadvantages of early. Lack of manpower will lead to the phenomenon I mentioned at the beginning, thus increasing the workload of employees.

In the middle and late stage, actually I think there will be two phenomena: one is the failure of project construction, and the other is the return of the project. Although the words are not good, but this is an indisputable fact. Although there will be one of the two mentioned above, but I still made a good plan, because there is a goal, there will be a direction. Of course I'm looking in the right direction. In the middle and late stage, the advantages are obvious, that is, the project and the enterprise have a clear division of labor, each department has the position of each department, by each department

corresponding work and position. Such methodical planning is the cornerstone of the project's corporate architecture in a virtual network. The disadvantages are also obvious. The planning of the project has a design like an assembly line, but if one of them has problems, the whole project will be abandoned. Therefore, in the middle stage, the biggest requirement is to set strict requirements for the organization. Strive to be like the river, endless stream.

4. To summarize

The success of a project depends on the perfect structure of the organization and the understanding of the organizational structure, as well as the strict control over the implementation of the whole project. For example, our talent training program was definitely not successful in the early stage, because some external factors and its own factors, such as manpower, capital and experience, would bring about great trouble. There is a problem, if the team is not planned when the organization, the results can be imagined. Therefore, the project team should strictly plan its functions and obligations when organizing personnel. This can help with team projects, and sometimes even be a key factor in their success.

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