

Research on the Construction and Strategic Management of the Competence System of Large State-owned Enterprises

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Abstract: In order to survive and develop for a long time in the fierce market competition, enterprise strategy is the overall situation for the purpose and mission of enterprise development, the field of enterprise operation and development objectives, and the safeguard measures to achieve the development goals. Large state-owned enterprise groups attach great importance to the development of production technology, but pay insufficient attention to strategic management. Therefore, we should strengthen the theoretical research of strategic management and put it into practice. In view of the macroscopical nature and importance of strategic management, it is possible to set up a strategic management organization at the company headquarters under the main leadership of the enterprise, so as to promote the smooth implementation of strategic management. The management capability system is a comprehensive analysis of the management of the production and management activities and the results achieved by the enterprise in a certain period of time. It is an internal management mechanism for the enterprise to control itself and achieve the goal management, and is the innovation of the enterprise management system. Implementing various innovations and improvements guided by system construction and operation is very important to improve the effectiveness of innovation and improve the overall operational management level of the enterprise.

1. Introduction

In order to survive and develop for a long time in the fierce market competition, enterprise strategic management is a comprehensive, fundamental and long-term plan and Countermeasure for the purpose and mission of enterprise development, the field of enterprise management and development objectives, as well as the safeguard measures to achieve the development goals [1]. It is a series of abilities for enterprises to formulate, implement and finally readjust their strategies. The core competence of an enterprise emphasizes that the competitive advantage of an enterprise is a variety of resources or abilities that are difficult to imitate and are endogenous to the enterprise. According to the external environment and internal conditions of the organization, the strategic objectives of the enterprise are set to ensure the correct implementation of the objectives and the realization of the schedule planning, and relying on the internal capabilities of the enterprise to implement the planning and decision-making, as well as a dynamic management process to control the implementation process [2]. The analysis of the management capability system of large state-owned enterprises can effectively maintain and increase the value of state-owned capital, improve the incentive and restraint mechanism, and serve to strengthen the value management of enterprises, thus promoting the establishment and improvement of the modern enterprise system of large state-owned enterprises [3]. Maintain adaptability quickly and dynamically to respond to external or internal changing environments. The ultimate goal of building a strategy-based enterprise project management system is to build such a virtuous cycle within the enterprise [4].

The external environment of enterprises is changing with each passing day, which requires enterprises to adjust their development strategy and management strategy with the change of environment. Strategic management emerges as the times require. It is an extension of management. Its characteristic is to attach importance to the influence of the change of external environment on enterprise strategy [5]. In view of the characteristics of large state-owned enterprises in our country,

the managers of large state-owned enterprises should consciously change their ideas and concepts, locate the management of enterprises as soon as possible according to the requirements of market economy, and standardize the behavior of enterprises. The essence of strategy is to create and change, and to create and maintain the competitive advantage of enterprises [6]. Overall, corporate strategy refers to the planning of corporate objectives and the acquisition, use and disposal of resources needed to achieve this goal. It is a correct strategy to achieve the overall improvement effect through the continuous development of local optimization, and to adopt systematic management means and methods to effectively achieve this management goal [7]. Management ability is the process of information, knowledge transfer and understanding around the production and management objectives of the enterprise. It is the medium for achieving management purposes and the prerequisite for effective operation of the enterprise. Give full play to its own advantages, carry out the reform of building a scientific strategic management system, how to improve the sustainable development level of large state-owned enterprises, and build a scientific strategic management system, which is not only related to the development of large state-owned enterprises, but also to the development of other large state-owned enterprises Important reference [8].

2. Materials And Methods

Enterprises' learning and innovation ability is the key to maintain their sustainable competitiveness. Learning ability contributes to organizational learning of enterprises. Through organizational learning, effective knowledge of enterprises can be increased, and then the behavior of enterprises can be changed. Organizational construction is an important carrier of strategic management system. Therefore, large state-owned enterprises should set up corresponding organizations and strengthen strategic management according to the actual requirements of their own organization and management system. In the process of designing and operating the system of enterprise management capability, the principle of objectivity should be carried out, requiring the enterprise system to ensure that the information obtained is objective and true, and the selected indicators and standards should be reasonable. If the company's indicators are regarded as the ultimate goal pursued by the company, it also more profoundly explains the key factors for the success of the company in the entire management process and the reasons for the failure. Strategic management and other content are regarded as the basic conditions for enterprise project management, and some aspects of the enterprise management environment are regarded as the guarantee factors for enterprise project management.

In order to build a scientific management capability system for large state-owned enterprises, first of all, we should change our own strategic management thinking and have an international strategic management vision. Whether it meets the expectations of stakeholders, and whether it is practical from the perspective of resources and capabilities of enterprises. The determination of the strategy of large state-owned enterprises is often decided by the establishment of its government departments, senior leaders of enterprises and market conditions. Standard management is generally more incentive for managers of large state-owned enterprises. As individuals in the economic environment, large state-owned enterprises have been in a competitive environment since their existence. Only through continuous competition can enterprises survive for a long time. From a strategic point of view, the overall strategy of the enterprise is divided into several strategic implementation units. These strategic units actually constitute the basic framework of the organizational structure, laying a good foundation for the implementation of corporate strategy and the realization of strategic objectives. The purpose is to use the collaborative strategy to classify and merge the management elements of multiple management systems to achieve synergy, thus achieving the goal of "turning the process from multiple management systems into a comprehensive collaborative process". Therefore, the company strategy is based on the company's overall strategy and supports or complements a sub-strategy of other strategies. Only by sorting out the management strategy and other strategies, and the relationship with the company as a whole and careful analysis,

can we ensure that the strategy and other strategies work together effectively and serve the company's overall strategy.

The objectives of the strategy of large state-owned enterprises may be changed in the course of implementation. Maybe the original secondary objectives will become the main objectives. Maybe the original main objectives will be changed and adjusted. Maybe they will have completely different goals again. In order to do a good job in strategic management, the key is to change traditional management ideas and enhance strategic management consciousness. Leaders and strategic managers at all levels must set up the idea of strategic management and promote strategic management to the overall situation. The main reason for this is that its strategy is determined by multiple relationships. Enhance strategic management awareness. We should keep abreast of the developments of international and domestic economic development, especially the developments of our own industries, ensure the foresight of our strategic management system, and better adapt to the requirements of economic globalization. Management system elements must be combined according to specific logic, follow the corresponding causal relationship to determine their status and content, form interdependent and complementary cohesive relationship, play their respective functions and roles, in order to promote the maximization of enterprise value as a management tool. The construction weight of management capability system is shown in Table 1. It requires the integration of corporate will and market will, foster products with independent intellectual property rights, promote optimal allocation of resources, and achieve low-cost, high-efficiency operation of enterprises. Provide feedback to companies and business units on all aspects of strategic implementation, efficiency, effectiveness, and completion of strategic objectives in all aspects of the strategy, to support the discovery of key activities, improve strategic management, and enhance corporate value.

Table 1. Construction Weight of Management Capability System

	Factor	Weight
Rationality of Strategies and Stage Goals	Unity of Organizational Objectives	0.36
	Rationality of Organizational Level	0.29
Feasibility of Planning Implementation Plan	Executive power of the system	0.35
	Applicability of the system	0.32
Consistency of strategic objectives and outcomes	Decision-making	0.28
	Coordination of Decision-making and Strategy	0.30

3. Result Analysis and Discussion

The external needs of enterprise management are transformed into the internal concepts and conscious behavior patterns of enterprise employees, which can gain greater centripetal force on the basis of identifying with the core values, objectives and mission of the enterprise. Because of the differences in the management of different enterprises and the focus of attention of different managers, there must be some differences in the selection of information and the establishment of indicators in internal reports, but the key is that internal reports can provide effective information for managers. The virtual system can be designed according to the need. As a system planning, the virtual system provides guidance for the future management system construction. Once the demand is mature, the virtual system will be transformed from virtual to real, and the actual construction and operation of the system will be carried out. The results of the assessment are directly linked to the responsibility of the operator. Through strict assessment, the managers of enterprises will "have internal motivation and external pressure", consciously abide by the operating rules, and promote the realization of the goal of maximizing the value of enterprises. The main leaders of large state-owned enterprises must also give some energy to consider the strategic issues of the development of this industry. At the business unit level, it is clear that the relevant departments are responsible for researching and managing the cost strategy. If the advantages in the external

environment are also superior to other companies, then it is not a significant feature. For the emergence of disadvantages and threats, state-owned large enterprises should carefully consider whether they are evading, or start from internal management, improve their own level, and differentiate disadvantages and threats as advantages and opportunities.

The implementation of the strategy is to transform the strategic plan and objectives into actions and achieve the desired results. Whether the actual organizational performance achieves or exceeds the objectives required by the strategic plan is the criterion to test the success of strategic implementation. For example, in the process of strategy implementation and the periodic evaluation of strategy implementation, it is necessary to judge the effectiveness of strategy implementation and the achievement of strategic objectives through the management capability system. Strategic management is a main line in the evaluation of large state-owned enterprises. It integrates the concepts, behaviors, objectives and other activities of enterprises. From this point of view, strategic management is not only a means of management, but also the center of evaluation management. Make full use of execution tools; effective execution process; healthy execution mentality; good professional role concept. At the same time, the rational allocation of resources will indeed turn the strategic high-end aspirations into specific matters that every employee should do. In order to construct a scientific strategic management system, the first thing to do is to make a scientific analysis of the international and domestic economic situation, the industry environment and the national policy environment, so as to better play the leading role of large state-owned enterprises in the national economy. Optimize the allocation of resources within the enterprise to achieve good performance, while focusing on risk prevention, the key skills and proprietary resources that the company has in this series of processes.

Strategic advantage refers to the aggregation of core competence and environmental adaptability that enterprises possess to gain competitive advantage. It not only has the characteristics of core competence, but also has foresight and adaptability. Managers stand at the height of the overall situation, formulate forward-looking and competitive communication strategic objectives and plans according to the overall strategic objectives of enterprises and other factors, and then organize and implement step by step. In the process of implementation, if problems are found and the objectives are revised, a virtuous circle of enterprise communication management can be formed. The internal control should be programmed and institutionalized to achieve the unification of process control and result control, to ensure the safety, effectiveness and objective justice of the internal control system, and to establish a scientific responsibility assessment system and supervision system to ensure the effective implementation of the internal control system. A specific complex system that runs through the whole process, coordinates and cooperates with each other, including basic management elements such as management object and scope, organization, position, process, system, standard, activity, resources, culture and problems. At the same time, in the process of implementing the strategy, compare the implementation effect with the expectation, find out the deviations and analyze the reasons for control, regularly evaluate the effect of the strategy implementation, and use the evaluation of the report indicators to finally achieve the overall strategic goals of the enterprise. Through the management capability system, the company's strategic goals are transformed into staged, specific, operational and work objectives that are understood by most people, so that the management capability system is integrated into the whole process of strategic management, truly reflecting the strategic management of the enterprise.

4. Conclusion

In this paper, the construction of management capability system and strategic management of large state-owned enterprises are studied. In the process of deepening the reform of large state-owned enterprises, we should constantly improve and innovate the way, method and content of building management capability system in accordance with the requirements of new situation, new goals and new tasks. At the basic stage of management innovation focusing on the core of optimization and improvement, in order to realize the leap from continuous improvement to the

improvement of overall management level and the qualitative change, the enterprise's management system should be planned as a whole. Only through the test of practice can it be proved that all strategic management systems that are conducive to the development of enterprises, can effectively enhance the economic benefits of enterprises and promote the further development of enterprises are necessary. Formulate qualitative criteria and conduct comprehensive analysis to reflect. According to the characteristics of each level and the information required to achieve the strategic objectives at each level, and the information at all levels is closely linked, so as to form information support that can provide information support for the strategic management of large state-owned enterprises. Make the corporate governance structure more rational, improve the incentive and restraint mechanism, and ensure the steady, rapid, harmonious and development of the economy.

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