



LEVEL/ LEFEL 7

Assignment Title:

**The New Organizational Structure Model and Management
Role in the e-Commerce and e-Business Era**

Module Title: **LCDB7006 Visions for the Future--Theoretical
Perspectives on Management**

Module Lecturer's Name: **Nandish V. Patel**

Student Name: **Hui Qian**

Student Number: **1903488**

List of Contents

Abstract	3
1 Management problems of enterprises in the era of e-commerce	4
2 Modern management theory	6
2.1 Organization theory	6
2.1.1 Frederick W. Taylor's scientific management.....	6
2.1.2 Henri Fayol's theory of management	6
2.1.3 Max Weber's theory of bureaucracy.....	7
2.1.4 Business process reengineering theory	7
2.2 Theories of management roles	8
2.2.1 Henri Fayol's theory of management	8
2.2.2 Mintzberg's management roles theory	8
2.2.3 Hamel's management principles	9
3 Critical analysis of modern management theory	9
3.1 Criticize the traditional organization theory	9
3.1.1 Critical analysis of traditional organizational structure model	11
3.1.1.1 Evaluation.....	19
3.2 Critical analysis of theories of management role.....	20
3.2.1 Critical analysis of Fayol's theory of management role.....	20
3.2.1.1 Evaluation.....	22
3.2.2 Critical analysis of Mintzberg's management role theory.....	23
3.2.2.1 Evaluation.....	25
3.3 Critical analysis of alternative organization theory and management role theory.....	26
3.3.1 Business process reengineering theory	26
3.3.1.1 Evaluation.....	29
3.3.2 Hamel's management principles	29
3.3.2.1 Evaluation.....	31
4 My ideas.....	32
4.1 On the optimization of the new organizational structure model.....	32
4.2 On the optimization of management role.....	35
5 Conclusion	37
References.....	39

Abstract

As an inevitable product of the development of information technology, e-commerce makes enterprises face more fierce competition, more changeable environment and more picky customers in the network economy environment. All of these have a strong impact on the traditional organizational structure model and management role, and become a catalyst for the new organizational structure model and management role.

Therefore, this study takes the rapid development of information technology as the research background, takes the organizational structure model and management role as the research object, and conducts in-depth research around the organizational management problems faced by enterprises in the era of e-commerce. Therefore, it is helpful to explore and optimize the organizational structure model and management role of enterprises in the era of e-commerce, and make it more suitable for the development needs of enterprises in the era of e-commerce.

Combined with the management problems and challenges faced by enterprises in the era of e-commerce, this paper focuses on the critical analysis and evaluation of traditional organization theory and management role theory, and demonstrates with examples that the organization structure model and management role under the guidance of traditional organization theory are outdated, thus proving the argument that information technology has changed the organization structure model and management role. Then, the author puts forward alternative organization theory and management role theory, and points out that they can guide the management practice of enterprises in the era of e-commerce through analysis, but the new organization structure model is flat organization structure, which inevitably presents some new problems in the operation of enterprises.

Finally, the author puts forward her ideas of optimizing the current new organizational

structure model and management role, and expects to make some contribution to improve the flat organizational structure model and enrich the management role, so that it can better adapt to the development needs of enterprises in the era of e-commerce.

Keywords: e-Commerce and e-Business technology, organizational structure model, management role

1 Management problems of enterprises in the era of e-commerce

This part mainly describes the problems and challenges faced by enterprises in the era of e-commerce with the development of information technology.

① Economic globalization puts forward higher requirements for the management speed of enterprises (Hongyan, 2015).

The development of information technology accelerates the economic globalization, which makes the "competition between enterprises has entered the era of boundless competition". In this environment, the management speed of an organization becomes a key factor to determine success or failure.

② The dominant power of consumers in the transaction is more prominent, and the demand changes rapidly (Zitian, 2010).

In the era of e-commerce, with the increasingly fierce competition among enterprises, the market has been transformed into a buyer's market, and the era of large-scale production and large-scale consumption has ended. Production must meet people's increasingly personalized and diversified consumption needs in a multi variety and small batch way. Meanwhile, consumers will actively search for business information online, and have their own grasp of the choice of information, from the passive receiver of information to the active seeker. Therefore, the position of consumers in the market trading right is increasingly prominent, which brings new problems to the management of enterprises.

③ The business content of the department has been transformed, which puts forward new requirements for integration and cooperation among departments (Fan, 2011).

Information technology impacts the traditional business content of the department, making it more e-commerce. In this case, it is difficult for an e-commerce company to achieve the company's development goal only by using the department's own power. It is necessary to dare to break the boundaries between organizational departments, form an integrated business process, and gather the joint efforts of all departments and employees. Therefore, it puts forward higher requirements for the department integration and cooperation of enterprises.

④ The internal communication model of the enterprise has changed, and the employee's autonomy and mobility have increased (Dan, 2010).

Information technology has changed the way of communication and learning and growth of employees, making their access to informal information more developed than ever before. Therefore, the professionalism and independence of employees' work have been further improved, which poses new challenges to enterprise management.

⑤ The decision-making cycle of the enterprise is shortened, and employees have strong willingness to participate in the decision-making of the company (Zichao, Shanwei and Changming, 2009)

Information technology has made managers pay more and more attention to obtaining internal information and related external information when making decisions. The shorter decision-making cycle and the increased participation of employees in decision-making have all put forward new requirements for the decentralization of decision-making power of enterprise managers.

⑥ The demand for e-commerce talents is strong, and enterprises are facing the threat of brain drain (Anqi, 2012)

With the rapid development of e-commerce, the demand for talents becomes higher and higher, but the situation of recruiting and losing talents is also very serious.

2 Modern management theory

This part mainly describes the organization theory and management role theory related to the organizational management problems encountered by enterprises in the era of e-commerce, so as to prepare for the critical analysis of the next chapter.

2.1 Organization theory

2.1.1 Frederick W. Taylor's scientific management

Taylor's scientific management involves three main points of organizational theory: setting up planning department, implementing function system and exception principle.

- ① To separate the planning function from the executive function is to separate the management function from the executive function. The so-called establishment of a special planning department is actually the establishment of a special management department, which further clarifies the relationship between managers and employees.
- ② Taylor proposed to establish "functional" organization and implement "functional management".
- ③ The exception principle refers to that the senior managers of an enterprise delegate the general daily affairs to the subordinate managers, while they retain the decision-making power and control power over the important matters (Lizhi, 2009).

2.1.2 Henri Fayol's theory of management

Fayol's contributions to organization theory are as follows:

- ① He proposed five basic functions of management: planning, organization, command, coordination and control.
- ② From the perspective of organizational function, he put forward 14 basic principles of management, which are guidelines for people to design management organization structure and carry out organization management (Zheng, 2010).

③ He proposed the principle of hierarchical structure of the organization, and realized the relationship between management range and management level. Therefore, he advocated to maintain a relatively small management range in the whole organization (Huimei, 2008)

2.1.3 Max Weber's theory of bureaucracy

The main contents of Weber's bureaucratic theory are:

① The characteristics of bureaucratic organizational form: 1) Specialization and Division of Labor; 2) Hierarchical layers of authority; 3) Rules and Regulations; 4) Technical Competence Guidelines; 5) Impersonality and Personal Indifference (Ruiqiong, 2013; Hang, 2015; Yusheng and Yue, 2016).

② He believes that the organizational structure can be divided into three levels: the senior management is responsible for making decisions, the middle management is responsible for executing the decisions of the senior leadership, and the lower management or general employees do specific tasks (Huimei, 2008).

2.1.4 Business process reengineering theory

In 1993, Michael Hammer and James Champy put forward the theory of business process reengineering, which emphasizes the business process as the object of transformation, the goal of caring about customers' personalized needs and satisfaction, and the fundamental thinking and redesign of the existing business process. It makes use of advanced manufacturing technology, information technology and modern management means to give full play to its advantages in function and management to break the traditional functional organization structure and establish a new process organization structure, so as to significantly improve the cost, service and speed of enterprise operation (Yan and Xiaoling, 2017).



(Fig.1: Business process reengineering)

2.2 Theories of management roles

2.2.1 Henri Fayol's theory of management

Fayol's main contents about the role of manager are as follows:

- ① Fayol defined the role of manager as five functions of management activities: planning, organization, command, coordination and control.
- ② He emphasized the top-down hierarchy, with the superior managers having absolute decision-making power and control power over the subordinate (Zheng, 2010).

2.2.2 Mintzberg's management roles theory

Mintzberg's management role theory distinguishes the assumed manager from the actual work by defining 10 common roles that the manager plays (Snyder and Wheelen, 1981; Pardeep, 2015). He divides the ten roles that managers play in their work into three categories: interpersonal, informational, and decisional roles (as shown in Figure 2).



(Fig.2: Mintzberg's Management Roles Theory)

2.2.3 Hamel's management principles

Gary Hamel creatively proposes management innovation in his book *The Future of Management*. Meanwhile, five management principles of the future management model are summarized, and considers these five management principles to be "the management principles of the 21st century" (Jing, 2008).

The main contents are as follows:

- ① Hamel's management innovation refers to the innovation of management principles and processes, which will eventually change the behavior of managers.
- ② The five management principles he proposed for future management include:
1) Life 2) Market 3) Democracy 4) Faith 5) City

3 Critical analysis of modern management theory

This chapter focuses on the critical analysis of the traditional organization theory and management role theory, and combined with examples and the management practice of enterprises in the era of e-commerce, proves that information technology has changed the traditional organizational structure model and management role of enterprises, and the traditional organizational structure model and management role theory have become obsolete. Then, the author puts forward alternative organization theory and management role theory, and points out that the new organizational structure model under its guidance, namely flat organizational structure and management innovator, can effectively guide the management problems and challenges faced by enterprises in the era of e-commerce.

3.1 Criticize the traditional organization theory

It is generally believed that the traditional organizational structure models design originated from the traditional organization theory in the late 19th and early 20th century (Xiaobin, 2005). The main representatives are Taylor, Fayol and Weber.

Taylor mentioned three points related to organization theory in scientific management: that is, design "planning" department, implement "functional system", and implement "exception principle" (Shumei and Hua, 2004).

It can be seen that Taylor is less involved in the organizational structure, he is mainly improving the productivity of the factory. He put forward the idea of establishing functional organizations and implementing functional management, which is the prototype of the establishment of Weber's bureaucratic organization functional departments and the professionalization of management functions (Huimei, 2008). Moreover, it also provides an idea for the later generation of hierarchical organizational structure according to the function division.

It is worth noting that Taylor' exception principle embodies the modern decentralization thought and is consistent with the principle of rationality and democracy in decision-making today, which undoubtedly has certain guiding value for the decentralization of the company in the era of e-commerce.

In terms of organizational structure, Fayol put forward pyramid type hierarchical organization (Zheng, 2010), that is, the principle of hierarchical structure of organization. Meanwhile, he recognized the relationship between the management range and the management level, and advocated keeping a relatively small management range in the entire organization, which has a guiding significance for the design of the organizational structure. His ideas about organizational levels and ranges provide a useful consideration for companies in the e-commerce era who need to consider the relationship between levels and ranges when designing organizational structures.

It must be noted that Fayol put forward 14 basic principles of management from the perspective of organizational functions, which are guidelines for people to design management organizational structure and implement organizational management. Although some of these principles, such as centralization or decentralization, line of authority, unity of direction and unity of command, are affected by the limitations of the industrial economy era, they have lost their guiding value in the rapid development of information technology today. However, it can't be denied that the subordination of

individual interest to the general interest, initiative, esprit de corps, equity, order, remuneration, authority and responsibilities, among the 14 management principles, have a significant guiding role in the enterprise management in the era of e-commerce.

Weber proposed the theory of bureaucracy, which is a supplement to Taylor's and Fayol's theory. Weber's bureaucracy theory is considered to be the most important contribution of classical organization theory to organizational structure design, because bureaucratic model he designed from a technical level is a universally applicable model of ideal organization (Chunjuan, 2006). It can be said that Weber's bureaucratic organizational structure contains the essence of Taylor's and Fayol's theory of organizational management.

Specifically, Weber's bureaucratic organizational structure is a hierarchical "pyramid" structure, in which information flows from bottom to top, orders are issued from top to bottom, and a group of well-trained professionals operate in accordance with established rules (Pingfen, 2011). It should be noted that the hierarchical organizational structure is a general term. It has many specific types of "pyramid" organizational structure models, such as line structure, functional structure and line and function system, etc. Although there are many specific types derived from hierarchical organizational structure, they all have the hierarchical organizational structure characteristics of Weber's bureaucracy theory (Shumei and Hua, 2004).

3.1.1 Critical analysis of traditional organizational structure model

From the above analysis, the traditional organizational structure model in this study focuses on the hierarchical organizational structure guided by Weber's bureaucracy theory. hierarchical organizational structure is regarded as an ideal organization structure model (Shumei and Hua, 2004). Because it has always played an important role in the era of industrial economy that emphasizes the priority of technology and efficiency (Ruiqiong, 2013).

However, with the rapid development of e-commerce, the integration and

processing of informatization demands and the immediate response to customers' individual needs have become more urgent. The change of external environment undoubtedly impacts the organizational structure model formed by the company. In order to cope with the changeable environment and more sensitive customers, traditional companies have undergone enterprise transformation to meet the development needs of e-commerce.

Therefore, my argument is that new e-Commerce and e-Business technology have changed the organizational structure model and the traditional organizational structure model is outdated.

In order to prove this argument, under the guidance of Weber's bureaucracy theory, the author starts with the characteristics of hierarchical organization structure, and compare it with the organizational structure model needed by the current management problems faced by companies in the era of e-commerce, pointing out the mismatch between the two. Meanwhile, supported by examples, the organizational structure model of specific companies has changed after being affected by information technology, which proves that information technology has changed the organizational structure model, and the traditional organizational structure model has become obsolete.

Taking Haier Group, a Chinese manufacturing enterprise, as an example, in the era of e-commerce, due to the impact of information technology, the organizational structure and corporate nature of Haier Group have changed.

At the beginning of Haier Group's establishment, it has adopted the "pyramid" type of hierarchical organization structure, with the specific type of U-form organizational structure. Due to the impact of information technology, Haier is facing management problems and challenges. Therefore, Haier changed the traditional organizational structure model through process reengineering and implemented a new organizational structure model, namely flat organizational structure model (Haier, 2015).

(1) One of the characteristics of the hierarchical organizational structure: strict hierarchical layers of authority

The hierarchical organizational structure strictly follows the professional division

of management functions to set up the functional departments and design the departments. Meanwhile, employees are fixed on the positions corresponding to their powers according to the professional division of labor (Lijun, 2005). It can be seen that the hierarchical organizational structure unifies the functional departments and personnel in a closed system with strict distribution of authority levels, which has the characteristics of fixed, rigid and insurmountable power (Hang, 2015).

However, in the era of e-commerce, one of the problems encountered by enterprise management is economic globalization and the intensification of external competition, which requires the speed of organizational management. Therefore, the premise of the company's effective business is to be able to quickly integrate people, materials, resources, information, environment, etc., and make these resources develop in a beneficial market-oriented direction (Shumei and Hua, 2004). Moreover, this also involves another management problem, that is, the dominant power of consumers in the transaction is more prominent, and the demand changes rapidly (Zitian, 2010). Therefore, in order to meet the personalized needs of consumers, enterprises need to make a direct response to consumers and the market.

Take the marketing department of Haier Group as an example. In the era of e-commerce, the marketing department is no longer carrying out the work like the traditional department, but through the network, to carry out marketing management for the global market. The function of marketing department has changed from the traditional construction of marketing network to the strengthening of network marketing. Especially the development of information technology, middlemen are gradually replaced by logistics department. Through the construction of marketing network, enterprises can exchange market information and track orders directly and quickly on the Internet. Marketing personnel are no longer limited by time and space. They can check the information of the company's customer database and make sales arrangements at any time. In addition, by communicating with customers directly on the Internet, the marketing personnel respond to customers' personalized needs quickly, provide customers with high-quality services, and in turn make timely amendments to

the company's marketing strategic plan (Fan, 2011).

For another example, after the flat organizational structure of Dell group was implemented, its production department adopted the direct selling mode of "customization on demand", which was a successful example to meet the needs of consumers to the greatest extent (Hongkun and Jiuping, 2002).

In summary, through the changes of the marketing department and the production department, it can be seen that the company makes the business department face the market directly through information technology, and makes immediate response to the personalized needs of consumers, so as to improve customer satisfaction and enhance the company's competitive advantage. This is totally different from the hierarchical structure, which is to complete the enterprise's objectives in full accordance with the work tasks arranged and deployed by the superior departments to the subordinate departments. Therefore, e-Commerce and e-Business technology close the distance between the enterprise departments and consumers and the market, so that the business department can directly face the market and make an immediate response to the needs of consumers and the market. Thus, the design of the organizational structure of the enterprise is changed.

(2) The second characteristic of hierarchical organizational structure: impersonal organizational management

The hierarchical organizational structure attempts to get rid of the negative impact of irrational factors on the organization, improve the stability of the organization, and prevent the risk of the flow of organizational members. Employees are fixed in their positions and limit any irrational emotional communication between employees (Hang, 2015; Yusheng and Yue, 2016).

It can be seen that the hierarchical organizational structure is easy to lead to the mutual closure between departments, which makes the coordination and cooperation between enterprise departments more difficult, resulting in the low efficiency of enterprise operation. Moreover, the lack of cooperation awareness among employees affects their enthusiasm and innovation.

However, in the era of e-commerce, the third management problem faced by enterprises is that information technology impacts the traditional business content and process of the department, making it more e-commerce, and also puts forward higher requirements for the operation efficiency of enterprises. Therefore, in this case, it is difficult for an e-commerce company to achieve the company's development goal only by using the department's own power. It is possible to achieve this only when it dares to break the boundaries between organizational departments, gather the joint efforts of all departments and employees, and fully stimulate and attach importance to the creativity and enthusiasm of employees (Pingfen, 2011).

Taking the R & D Department of Haier Group as an example, the R & D department has always been the fundamental driving force for the sustainable development of enterprises. In the era of e-commerce, the e-commerce system of enterprises not only provide market information and R & D information for R & D departments, but also provide scientific and technological information at home and abroad, so as to prepare for the establishment of research direction. The R & D department has established a network scientific research team based on core competence and scientific researchers, and implemented the international R & D strategy. The internal network of the enterprise is connected with the marketing department and the production department, forming an integrated process organization (Hongkun and Jiuping, 2002).

In summary, through the changes in the R & D department, it can be seen that the company has broken the boundaries of the departments through information technology and formed an organizational structure of department integration and mutual cooperation to achieve the goals of the enterprise. This is completely different from the hierarchical organizational structure, which is closed between departments and lack of cooperation and communication between staff and employees. Therefore, e-Commerce and e-Business technology have broken through the boundaries of departments, formed a complete process of department integration through the cooperation of departments and personnel, so as to achieve enterprise goals. Thus, the design of the organizational

structure of the enterprise is changed.

(3) The third characteristic of the hierarchical organization structure: multiple management levels and narrow scope.

The hierarchical organizational structure has been refined with specialization of the division of labor, resulting in overlapping internal departments and overlapping functions (Jingquan, 2017). Therefore, the difficulty in organizing, coordinating and supervising within the company has increased, as well as the increase in management costs; On the other hand, there are many middle management levels and they also play the role of information transmission, which makes it difficult to share information in time, and it is easy to lead to the deviation of business decision-making and low efficiency of business operation.

However, in the era of e-commerce, with the rapid development of information technology, the fourth of the management problems faced by enterprises is the change of internal communication mode, which leads to the corresponding adjustment of enterprise department setting. It can be said that information technology has changed the way that the internal information of an enterprise can only be transmitted from the higher level to the lower level, saving the communication cost of the enterprise and improving the operation efficiency of the enterprise. Moreover, the transmission speed of information flow determines the accuracy of logistics, capital flow and decision-making (Hang, 2015), which is the key to improve the operation efficiency of the company. In addition, with the reduction of communication cost and the deepening of cooperation between departments, enterprises can reduce the cost by reducing the intermediate coordination management departments.

Taking the logistics department of Haier Group as an example, due to the development of e-commerce, the company has established a logistics distribution center supported by information technology. The logistics distribution center distributes the raw materials to the production department at a specified time, and then delivers the finished products to the sales channel. This undoubtedly saves the cost of the enterprise, there is no redundant department command, and the operation efficiency of the entire

enterprise is improved (Hongkun and Jiuping, 2002).

In summary, through the changes of logistics department, it can be seen that the company has changed the way of communication and cooperation between departments through information technology. Without redundant departments, the company has improved the overall operating efficiency and successfully achieved the objectives of the enterprise. This is totally different from the hierarchical organizational structure. It not only increases the cost of communication, but also makes the efficiency of the enterprise low. Therefore, e-Commerce and e-Business technology speed up the information transmission of enterprises, save the cost of enterprises by streamlining departments, improve the operation efficiency of enterprises, and change the organizational structure of the whole enterprise.

(4) The fourth characteristic of the hierarchical organization structure: Decision making power is highly concentrated on top managers

The hierarchical organization structure establishes a management organization model similar to the pyramid top-down control. It is a kind of management model in which subordinates obey superiors and superiors interfere with subordinates. All employees must follow the command chain and accept the supervision and control of the superior management. The senior management has absolute decision-making power (Pingfen, 2011). Therefore, employees are completely unable to participate in enterprise decision-making, which seriously violates the principles of rationality and democracy.

However, in the era of e-commerce, the fifth management problem faced by enterprises is the shortening of decision-making cycle and the urgent participation of employees in the company's decision-making. Information technology not only speeds up the transmission of information flow in the company, but also changes the way of learning and growth of employees, so that they can receive information through multiple channels and show more professionalism and value creation in professional positions. Senior managers have realized the importance of respecting the value of employees. Therefore, they fully consider the opinions of relevant departments and

employees when making decisions, so as to effectively realize the democratic and rational principles of decision-making (Hang, 2015).

Taking the financial department of Haier Group as an example, in the era of e-commerce, the traditional financial department has been upgraded from the general functional department to the strategic management of the enterprise. The development of E-commerce makes E-accounting replace the traditional function of financial accounting. CFO, the person in charge of financial management, is engaged in capital operation activities at the decision-making level, such as investment and financing. After fully integrating all information, CFO provides the CEO with decision-making reference, which greatly reduces decision-making errors and improves the accuracy of decision-making (Hongkun and Jiuping, 2002).

In summary, through the changes of the finance department, it can be seen that the company promotes the decentralization of decision-making power through information technology, effectively realizes the equal participation of employees and relevant functional departments in enterprise decision-making, and promotes the democratic and rational goal of decision-making. This is totally different from the hierarchical organizational structure. It is a highly centralized decision-making power that prevents employees from participating in the internal decision-making of the enterprise and acting as "robots". Therefore, e-Commerce and e-Business technology promote the decentralization of decision-making power and enable employees to participate in enterprise decision-making equally, thus changing the organizational structure of the enterprise.

(5) From the theoretical perspective, Weber's bureaucracy theory has defects.

The bureaucracy theory focuses on the internal of the enterprise without in-depth research on the external environment of the enterprise, and does not examine the relationship between the enterprise and its surrounding environment.

Considering that great changes have taken place in the era of e-commerce compared with the era of industrial economy, for example, in the era of industrial economy, the main task is to improve technology and efficiency to produce more

products, and the initiative of supply and demand is completely controlled by enterprises. However, in the era of e-commerce, market and consumers have become the key factors restricting the development of enterprises, and market forces have begun to shift to consumers.

Therefore, the hierarchical organizational structure guided by Weber's bureaucracy theory is out of date and can't guide the development of enterprises in the era of e-commerce.

3.1.1.1 Evaluation

Through the above critical analysis and demonstration, it can be concluded that e-Commerce and e-Business technology have changed the organizational structure model. The traditional hierarchical organizational structure model can't solve the management problems faced by enterprises in the era of e-commerce, so it is out of date.

The specific reasons are as follows:

- ① E-Commerce and e-Business technology shorten the distance between enterprise departments, consumers and the market, make departments directly respond to the market and consumers, so that enterprises become more flexible, sensitive and immediate, rather than the hierarchical structure to complete enterprise objectives in full accordance with the work tasks arranged and deployed by superior departments to subordinate departments, which is a fixed, rigid and mechanical structure.
- ② E-Commerce and e-Business technology have broken through the boundaries of departments, formed a complete process of department integration through the cooperation of departments and personnel, so as to achieve enterprise goals, instead of hierarchical organizational structure, which is closed between departments and lack of cooperation and communication between employees.
- ③ E-Commerce and e-Business technology enable the company to form an organizational structure with simplified intermediate management level, fast information transmission and low management cost, rather than a hierarchical organizational structure with many levels of middle management, slow information

transmission and low efficiency.

④E-Commerce and e-Business technology enable the company to form a decentralized corporate structure in which employees and functional departments can equally participate in corporate decision-making, rather than a hierarchical organizational structure with strict power levels and highly centralized decision-making power.

⑤ From the perspective of guiding theory, Weber's bureaucracy theory did not take into account the impact of the external environment on the organizational structure. Compared with the industrial economy era, great changes have taken place in the era of e-commerce. Therefore, Weber's bureaucracy theory has been unable to guide the management problems encountered by enterprises in the era of e-commerce.

In summary, it can be seen that the traditional pyramid and top-down control hierarchical organizational structure mode, due to its slow response, bureaucratic style, slow information transmission, rigidity and other reasons, can't solve the current management problems faced by enterprises in the era of e-commerce. Therefore, it will eventually lose its original guiding value, from a competitive advantage to a disadvantage. In this process, it has to be mentioned that information technology has played a huge role in the transformation of organizational structure, which has changed the organizational structure mode of enterprises.

3.2 Critical analysis of theories of management role

This part critically analyzes Fayol's and Mintzberg's management role theory, points out that their theory can't adapt to the management changes of enterprises in the era of e-commerce, and proves that information technology has changed the management role of enterprises.

3.2.1 Critical analysis of Fayol's theory of management role

The development of e-Commerce and e-Business technology may subvert Fayol's management role theory, which is not suitable for enterprises in the era of e-commerce. Fayol defines the role of manager as the five functions of management activities:

planning, organization, command, coordination and control (Zheng, 2010). This is a closed management method, which is suitable for the industrial economy era with limited resources.

① The era of e-commerce is an open era, which makes the development of enterprises in borderless state. In order to achieve the goal of the enterprise, it can integrate information, resources, human resources, knowledge, wealth and so on all over the world, which is no longer the era of limited resources (Shumei and Hua, 2004). For individual managers, in addition to their main management tasks, managers also need to undertake a variety of roles and management functions, such as enterprise change, strategic management, human resource management, market development, etc., far more than the five functions set by Fayol. Therefore, it can be said that Fayol's generalization of the five functions of management activities is not complete, partial and lack of systemic.

② Fayol is from "the general manager at the desk", put forward five management functions. In the era of e-commerce, "cognitive surplus" enables everyone to consume, create and share time and skills according to their own wishes. The availability of global resources creates "distributed management" (Lili, 2016). The global resource pool of enterprises makes the traditional management function no longer meet the needs of the development of the times. The function of "organization" was once regarded as the center of the five functions. In the era of e-commerce, the management function of enterprises has been "decentralized", the position of personal value in the organization is prominent, and managers and employees are only one member of the team. Therefore, the different background of the times leads to the limitation of Fayol's thought.

③ Fayol's emphasis on unity of command and unity of direction make the decision-making power highly concentrated in the senior managers, which is inconsistent with the development needs of enterprises in the era of e-commerce. With the development of information technology, enterprises pay more attention to the value of people. The decentralization of decision-making power enables employees to participate in the enterprise decision equally, and their creativity and value are

constantly stimulated (Shi, 1999). Therefore, Fayol's emphasis on unity of command and unity of direction are no longer applicable to the era when employees are motivated to play their subjective initiative and contribute value creation to the company.

④ The network environment is characterized by virtuality and uncertainty. Therefore, it is difficult for managers to accurately complete the functions of prediction, planning, organization and so on (Shi, 1999). With the increasingly prominent dominance of consumers in transactions, the transformation from "seller" market to "buyer" market aggravates the contingency of business activities. Therefore, Fayol stressed that everything the manager does contains five functions, which is not in line with the characteristics of strong uncertainty of the external environment in the era of e-commerce.

⑤ In view of Fayol's emphasis on "pyramid" type hierarchy and top--down control management model (Shumei and Hua, 2004). Superior managers have absolute decision-making power and control power over subordinates. This is a management mode suitable for the traditional hierarchical organizational structure, because the information and resources cannot be shared in time in the hierarchical structure, and there is a lack of awareness of communication and cooperation within the enterprise. In addition, the absolute control and decision-making of the superior to the subordinate also easily lead to the deviation of the business objective decision-making.

In the era of e-commerce, the speed of information flow in organizations is accelerating and spreading more widely, especially "decentralization" enables everyone to participate in enterprise decision-making, thus improving the accuracy and timeliness of decision-making. Managers are no longer leaders over employees, but more like a member of a team, which in turn changes the role of managers. Therefore, Fayol's understanding of the role of managers is outdated and does not conform to the development practices of enterprises in the e-commerce era.

3.2.1.1 Evaluation

In conclusion, Fayol's management role theory is no longer applicable to the enterprises

in the era of e-commerce. The role of manager described by Fayol is adapted to the limited resources and the traditional hierarchical organizational structure in the era of industrial economy. However, this is contrary to the factors of zero distance, decentralization and openness, uncertainty, and full affirmation of human value in the era of e-commerce. Therefore, Fayol's theory of management role is not suitable for the development of enterprises in the era of e-commerce, which is out of date. That is to say, e-Commerce and e-Business technology have changed the role of enterprise managers, which not only makes the role of managers more diversified, but also can be adjusted according to different management situations in the era of e-commerce.

3.2.2 Critical analysis of Mintzberg's management role theory

E-Commerce and e-Business technology may subvert Mintzberg's management role theory, which is not suitable for enterprises in the era of e-commerce. Mintzberg research found that managers play ten roles, which can be classified into three categories: interpersonal role, informational role and decisional role (Pardeep, 2015).

① Mintzberg's decisional role is based on the background of the industrial economy era. His decision-making power is highly concentrated on the manager. He can make decisions and allocate resources to ensure the implementation of decisions (Kumar, 2015).

However, in the era of e-commerce, the rapid development of information technology has changed the external environment on which enterprises depend for survival. Managers can't solve the problems in management only by their past knowledge and experience. Especially during and after the process of e-commerce, decision-making and control need close coordination and communication with the outside world. It is difficult to deal with these situations when decision-making power is concentrated on the manager alone. Therefore, the enterprise adopts the form of decentralization of decision-making power to give full play to the potential of functional departments and employees in the whole organization and achieve the business objectives of the enterprise. Taking Tencent, a famous Chinese company, as

an example, many of Tencent's innovative designs, such as WeChat and QQ space, are not the result of top-level planning decisions, but the independent work and independent decision-making of the technology department, which brings great success to the enterprise (chuang guancha, 2017).

It can be seen that in the era of e-commerce, the complexity of decision-making makes it no longer the exclusive power of managers, it is spreading to functional departments and general employees (Guiying, 2005). Therefore, Mintzberg's decisional role of managers has become obsolete, and information technology has changed the decisional role of managers.

② Mintzberg's manager's informational role refers to that the manager can master all the information, and the employees can complete the work relying on the information conveyed by the manager. Therefore, the manager has the absolute control over the information.

However, in the era of e-commerce, the rapid development of information technology accelerates the optimization and upgrading of traditional industries, and promotes the internal process reengineering of enterprises. All information transmission, collection and processing can be completed quickly and conveniently on the network. Information technology makes the channels for employees and managers to obtain informal information unprecedentedly developed. Due to the complete symmetry of information, managers no longer play the informational role described by Mintzberg, and employees gradually get rid of the dependence on the information role of manager (Qingyuan, 2013). Therefore, the development of information technology has changed the informational role of Mintzberg's managers.

③ Mintzberg's interpersonal role of managers is attributed to the formal power granted by the traditional hierarchical organizational structure (Pardeep, 2015). The interpersonal role of the manager is still the management mode of the superior to the subordinate, which does not give full play to the enthusiasm and creativity of the employees.

However, in the era of e-commerce, the development of information technology

makes the enterprises have a strong demand for specialized talents in e-commerce, and enterprises are facing the threat of brain drain. Information technology has changed the way of learning and growth of employees, making their professional ability and independence continuously improved. Moreover, most of the employees employed by e-commerce companies are brainworkers rather than manual workers. They are a group of people who have knowledge and are good at creating value. With the continuous improvement of employee autonomy, managers need to change their roles. They are no longer superior to the employees, but strive to become a member of the team, and actively play the role of "coach" of the team, agglomerate and motivate the talents of the employees on the basis of full encouragement and support, and improve the overall management efficiency of the company (Gangyi and Shuang, 2017).

It can be seen that Mintzberg's manager's interpersonal role is out of date. It can't meet the development requirements of enterprises in the era of e-commerce. It is information technology that has changed the manager's interpersonal role.

④ In theory, Mintzberg's management role is flawed. His list of management roles is considered incomplete and does not include all management behaviors (Snyder and Wheelen, 1981). In the era of e-commerce, the role of managers in enterprises, such as establishing organizations, selecting and rewarding employees, strategic decision-making and other important management activities are not included in Mintzberg's role as managers. It can be said that Mintzberg's theory of management role is incomplete, one-sided and lacking of systematic, which can't meet the development needs of enterprises in the era of e-commerce.

3.2.2.1 Evaluation

In summary, Mintzberg's management role theory is not applicable to the enterprises in the era of e-commerce.

Mintzberg's management role theory enriches and develops Fayol's management role. The role of manager proposed by him was also influenced by the industrial economic background at that time, which played an active role in traditional enterprises

under the conditions of poor information transmission, relatively hindered organizational development and suppressed employee personality. However, for enterprises in the era of e-commerce, due to the rapid development of information technology, which makes the information completely symmetrical, the complexity of decision-making and the individual independence of employees, Mintzberg's role of manager has become obsolete, which can't guide the management practice of enterprises in the era of e-commerce. Therefore, information technology has changed the role-playing of managers described by Mintzberg.

3.3 Critical analysis of alternative organization theory and management role theory

This chapter mainly analyzes the theory of business process reengineering and Hamel's management principles, pointing out that the new organizational structure mode (flat organizational structure) and the role of manager (Management innovator) under the guidance of the above theory can effectively guide the management practice of enterprises in the era of e-commerce. Moreover, it is helpful for the author to put forward her own new ideas on optimizing flat organizational structure model and management role in the next chapter.

3.3.1 Business process reengineering theory

With the development of e-Commerce and e-Business technology, enterprises are facing many organizational management problems, business process reengineering theory may provide answers.

The basic idea of BPR theory is to change the traditional way of work completely, redesign and arrange the whole production, service and business process of an enterprise and make it more reasonable. BPR focuses on customers, competition and change (Yan and Xiaoling, 2017).

①The theory of BPR emphasizes the premise of optimizing customer experience,

which can effectively solve the increasingly prominent problem of consumers' dominant power in transactions in the era of e-commerce.

The theory of business process reengineering of enterprises aims at caring about customers' needs and improving customers' satisfaction. By redesigning the business process of immediate response to customers' personalized needs, enterprises can establish long-term competitive advantage. However, in the era of e-commerce, with the development of information technology, the transaction mode between enterprises and consumers has been changed. In short, it is from business to customer (B2C) to consumer to business (C2B). E-commerce redefines the relationship between enterprises and customers (Yan and Xiaoling, 2017). Customers' needs drive the products and services of enterprises. Therefore, enterprises pay more attention to the two-way interaction with customers.

Therefore, the BPR theory of enterprises can solve the increasingly prominent problem of consumers' position in transactions in the era of e-commerce, and effectively adapt to the development trend of "seller's market" to "buyer's market".

②The theory of BPR, through the transformation of traditional organizational structure model, establishes a flat organizational structure model, which effectively guides the management practice of enterprises in the era of e-commerce, and is still playing an important role.

Different from the traditional organizational structure model, the development of e-Commerce and e-Business technology accelerates the economic globalization and makes the competition of enterprises in a borderless state. The virtuality, concealment and openness of network environment make the competition of enterprises change from "tangible market" to "intangible market". Therefore, the speed of organization management becomes the key to success or failure. The theory of BPR guides enterprises to carefully sort out the problems of traditional organizational structure model, and consider the factors of information technology in process design, so as to effectively form an integrated design process with information network running through all functional departments. Moreover, each department has corresponding

decision-making ability and information processing and processing ability, thus improving the whole process operational efficiency of the organization (Xiaoshu, 2010).

It can be seen that the flat organizational structure is built under the guidance of the theory of BPR, through careful analysis of the problems existing in the traditional organizational structure model. Therefore, the flat organization has the following advantages: ① The management level is reduced, and the management cost of the enterprise is reduced (Tianshu, 2013); ② It can respond to changes in the market quickly (Shumei and Hua, 2004); ③ The decentralization of decision-making power not only improves the creativity and enthusiasm of employees, but also embodies the democratic and rational principles of organizational decision-making (Hongkun and Jiuping, 2002); ④ It attaches great importance to the value of people and constantly encourages the value creation of employees (Yan, 2002).

Therefore, these advantages of flat organizational structure under the guidance of BPR theory effectively solve a series of problems, such as enterprise management speed, prominent consumer dominance, integrated process of department design, broken organizational boundary, short decision-making cycle and so on. To sum up, the theory of BPR plays an important role in guiding the development of enterprises in the era of e-commerce.

③ From the theoretical point of view, the theory of BPR itself has defects.

It requires changing the multi-level and complexity of the traditional command chain and reducing the level setting in the organization. However, there are also a series of new problems in the operation of flat organizational structure. Such as, ① Low accuracy of information transmission and overload of communication information (Wen, 2017); ② After the decentralization of decision-making power, employees' sense of belonging is reduced (Lijuan, 2015); ③ The promotion of employees is difficult, and the company faces a brain drain (Lijuan, 2015); ④ The quality of employees and managers needs to be further improved (Wen, 2017).

3.3.1.1 Evaluation

In summary, the theory of enterprise reengineering has transformed the traditional organizational structure model and established a flat organizational structure adapted to e-Commerce and e-Business technology, which is still used by many enterprises today. Therefore, the theory of business process reengineering has a strong practical significance. However, a series of new problems inevitably arise from the flat organizational structure in the process of enterprise operation. Therefore, the flat organizational structure needs further optimization.

3.3.2 Hamel's management principles

Hamel's five principles of future management are more suitable for the development of enterprises in the era of e-commerce. Information technology enables his five management principles to be realized. Managers are defined as management innovators, and play an important role in management innovation in the 21st century. Hamel's five management principles refer to life, market, democracy, faith and city (Jing, 2008).

1) The principle of life represents the creation of variety. Under the guidance of life, Hamel restructures the management process by expanding the scope of experiments, depoliticizing the strategic decision-making process and expanding the gene pool, which are the key design points of the management model in the 21st century.

In the era of e-commerce, with the rapid development of information technology, enterprises are facing more fierce competition, more changeable environment and more picky customers. Meanwhile, it also shortens the distance between high-level, middle-level and low-level, and changes the way of communication within the enterprise. In the process of exploring the current situation, managers realized that the traditional organizational structure model can no longer adapt to the development of information technology, and enterprises urgently need new organizational structure models and management models. As a result, the organizational structure of an enterprise establishes a flat organizational structure by streamlining the middle management level,

decentralizing decision-making power, and paying attention to the value of employees (Xiaoshu, 2010). Therefore, the development of information technology makes Hamel's life principle come true, and his life principle adapts to the development of enterprises in the era of e-commerce.

2) The market principle represents the flexible allocation of resources. The development of information technology accelerates the economic globalization, and makes managers become resource integrators. In order to achieve the development goal of the enterprise, the enterprise managers can integrate the information, resources, knowledge, ability and other elements of the world, and realize the optimal allocation of each element by crossing organizational boundaries and cooperation and exchange (Shumei and Hua, 2004). Therefore, the development of information technology makes Hamel's market principle come true. His market principle is suitable for the development of enterprises in the era of e-commerce.

3) The principle of democracy stands for arousing the sense of participation. Hamel's democratic principles include requiring leaders to be accountable to front-line employees, employees having the power and freedom to oppose, decentralized decision-making power, and encouraging employees to express true opinions.

In the era of e-commerce, under the influence of information technology, enterprises will find that decision-making and control need to constantly communicate with the outside world, and constantly deal with and integrate external information, resulting in greater difficulty in decision-making (Jiadong, 2003). As a result, the high concentration of decision-making power on the senior manager makes it difficult for him to deal with many of these problems alone.

Therefore, the enterprise adopts the way of decentralization of decision-making power to transfer the power to the relevant functional departments and ordinary employees, so that they can equally participate in the company's decision-making and express opinions on the decision-making of the managers. It can be said that information technology enables the realization of democratic principle, which is compatible with the development of enterprises in the era of e-commerce.

4) The principle of faith stands for finding courage in meaning. The faith principle formulated by Hamel requires management innovators to find the true belief of the company and the real concerns of employees, so that the mission of the enterprise can really play a role.

In the era of e-commerce, information technology has improved the quality and independence of employees. Managers realize that employees' dependence and loyalty on the enterprise are declining, and enterprises are facing the threat of brain drain (Lijuan, 2015). Therefore, caring for and respecting the opinions of employees, and striving to achieve synergy between employees' personal interests and organizational development goals can enhance the cohesion and loyalty of e-commerce companies and truly fulfill the company's mission.

5) The principle of city means increasing chance of encounter. Hamel's city principles require management innovators to help companies become exciting and dynamic places.

In the era of e-commerce, information technology makes enterprises face boundless competition. The uncertainty of the external environment and the diversity of consumers' individual needs make enterprises full of uncertainty and contingency in the process of business development. In addition, enterprises mainly rely on the network to carry out business. Therefore, compared with traditional enterprises, e-commerce enterprises implement a more flexible management mode (Qianxun, 2017). The purpose is to enable employees to grow freely within the enterprise, burst out more vitality and creativity for the development of the enterprise under loose management. Therefore, the development of information technology enables the realization of the city principle, which adapts to the development of enterprises in the era of e-commerce.

3.3.2.1 Evaluation

In summary, Hamel's five management principles are suitable for the development of enterprises in the era of e-commerce, and information technology makes his five management principles come true. It can be said that Hamel's management innovation

is compatible with the 21st century's e-Commerce and e-Business technology. From the perspective of future management model innovation, he defines the role of managers as management innovators, and plays the role of innovators in five management principles to get rid of the traditional old principles that do not adapt to the development of enterprises, so that enterprises can more calmly deal with future challenges. It can be said that Hamel's management innovation enriches the role of manager, and the role of management innovator expands the author's thinking about the role of manager.

4 My ideas

According to the new organizational structure model (flat organizational structure model) analyzed in the previous section, there are new problems in the operation of the enterprise. Therefore, the author of this chapter puts forward the idea of optimizing the new organizational structure model and management role, and expects to make some contribution to improve the flat organizational structure model and enrich the management role in the 21st century, so that they can better adapt to the development needs of enterprises in the era of e-commerce.

4.1 On the optimization of the new organizational structure model

In this part, the author will put forward optimization solutions for the new problems in the operation of the flat organizational structure mentioned in the above analysis, hoping to make a little contribution to the improvement of the current flat organizational structure, so that it can more adapt to the development requirements of enterprises in the era of e-commerce.

Problem 1: low accuracy of information transmission and overload of communication information (Wen, 2017)

Solution: standardize information transmission channels and build an information release platform for official certification

The rapid development of information technology in the 21st century provides a

variety of channels for information transmission within the organization. At present, OA office system and other internal networks can provide convenience for managers to accurately transfer information. Moreover, it also helps employees to receive complete and high-quality information of managers, effectively avoid information mistakes, omissions and distortions, and improve the management and control of managers to the organization. In addition, the use of the current popular instant messaging applications to build an official certification information release platform is also conducive to the rapid and accurate transmission of information to employees, to ensure the accuracy and sharing of information.

Problem 2: after the decentralization of decision-making power, the controllability of employees is reduced (Lijuan, 2015)

Solution: implement the partnership system, and build the enterprise into the "second" home for employees

After the implementation of flat organizational structure, the decision-making power of the enterprise is scattered in the whole organization, which increases the difficulty for managers to coordinate with functional departments and employees. At the same time, because most of the e-commerce enterprises employ mental workers rather than physical workers, their learning ability, self-confidence and independence are further strengthened after the implementation of a flat organizational structure, so their dependence on enterprises is focused on personal development. Therefore, enterprises need the spirit of ownership, which is partnership (Haijun, 2105). Moreover, when employees regard the enterprise as their second home, they will naturally be highly responsible and take good care of it.

Therefore, the enterprise should change the management thinking of employees from "what can employees do for the enterprise" to "what can the enterprise provide for the development of employees". Encourage employees to express their true ideas and establish a corporate culture centered on meeting the needs of employees, so as to strive to achieve the synergy of employees' personal pursuit and organizational development goals. In short, in the face of more and more independent employees, enterprises need

to create an enterprise atmosphere that "the company needs employees" rather than "employees cannot leave the company", and constantly improve the sense of ownership and the concept of unity and cooperation of employees.

Problem 3: the difficulty of promotion is increased, and enterprises are facing the threat of brain drain (Lijuan, 2015).

Solution: change professional concept and establish corresponding salary system

The flat organizational structure leads to the reduction of the middle management level, which makes the promotion opportunities of employees smaller and the enterprises face the problem of brain drain. In order to solve this problem, enterprises should gradually build the concept of not taking promotion as the value recognition of employees, and change the value recognition of traditional professional values. Meanwhile, in addition to enhancing the attraction of talents, enterprises also need to provide certain performance incentives to employees in terms of rewards and punishments. Therefore, it is necessary to weaken the concept of employee's career level in the enterprise, and help employees focus on upgrading their personal ability and value creation. In addition, the enterprise should also make some adjustments in the salary system corresponding to the organizational structure, for example, to reduce the salary level and expand the floating range of each salary level. This approach makes the employees have the possibility of the same pay as the managers (Anqi, 2012). Through the adjustment of the pay, it can make up for the frustration and low enthusiasm of the employees due to the limited promotion position, which helps to alleviate the brain drain.

Problem 4: the quality of employees and managers needs to be further improved (Wen, 2017)

Solution: strengthen the training, not only to cultivate special talents but also to cultivate general talents.

In order to make the flat organizational structure continue to play its advantages, it is necessary to rely on both staff and managers with high-quality and excellent capabilities. Therefore, managers must first master excellent work skills and

communication skills, constantly provide emotional support for employees, and encourage employees to play their potential. In addition, employees should not be limited to their own business scope, but also have an understanding of all business segment information within the company, so as to stand in the overall perspective of managers and improve their ability to analyze and solve problems independently. Therefore, it is necessary to train employees and managers on their working ability and communication skills on a regular basis, which will eventually realize the efficient operation of various businesses of the enterprise.

4.2 On the optimization of management role

The 21st century is an era of both opportunities and challenges. In the chapter of critical analysis, the author has analyzed and evaluated the understanding of the role of managers proposed by Fayol, Mintzberg, and Hamel. In this part, based on the background of the 21st century, the author talks about the new role of managers with the development of information technology, hoping to enrich the research of the role of managers in the 21st century.

(1) Manager is the builder of entrepreneurial mechanism

In the era of e-commerce, with the gradual flattening of the organizational structure and the gradual widening of the management range, enterprises need a mechanism that can gather the wisdom of all employees and stimulate their potential and creativity. It is a mechanism that encourages innovation, dares to take responsibility and pursues self-growth, that is, the mechanism of entrepreneurship. However, it is different from the traditional concept of entrepreneurship, because the traditional entrepreneurship exists in the senior management or the entrepreneur himself, and the entrepreneurship mechanism here is aimed at all employees, encouraging them to change from the executor of orders to the initiator of change. Moreover, employees dare to express their ideas on enterprise development to managers, and managers are also transformed from managers of the organization to service providers who provide platform and growth space for employee development. It can be said that this is a

mechanism established on the basis that all members of the company have a common vision of enterprise development, and that employees are fully trusted by enterprise managers. Only when the company fully trusts and explores the specialized talents who know the market, customer psychology and technology best, can the company develop better.

(2) Managers are participants in the global enterprise ecosystem

With the development of e-Commerce and e-Business technology, the external environment is constantly changing, and the era of symbiosis is coming. The value of managers themselves is gradually changing from internal to external. Every enterprise is a member of the ecosystem, serving the background of globalization. Therefore, managers not only integrate resources inside and outside the organization, but also need to cross organizational boundaries and highlight the core competitiveness of enterprises in the global industrial chain. For example, by expanding the outsourcing network of enterprises, enterprise clusters are formed in a wide area. Meanwhile, managers should re-examine the internal process of the enterprise, constantly carry out organizational innovation according to the changes of the external environment, realize mutual learning among cooperative enterprises through strategic mergers, acquisitions, alliances and other ways, and absorb each other's core capabilities to cope with the global market competition. It can be said that the possibility of the growth of a single enterprise in the 21st century is getting smaller and smaller, and every enterprise is in an ecosystem. Therefore, connecting the fate of an enterprise with other symbiotic enterprises and forming a community of destiny will help to meet the new challenges of the 21st century.

(3) Managers are advocates of corporate social responsibility

In the 21st century, e-commerce enterprises should fulfill the responsibilities given by the society. As a member of society, managers should seriously consider and meet the reasonable interests of their stakeholders, otherwise it will hinder the survival and sustainable development of enterprises. Enterprises should take the initiative to undertake social responsibility, not only to create wealth value for shareholders, but

also to serve more stakeholders and society. Therefore, the managers of enterprises in the era of e-commerce must be aware that although e-commerce enterprises come into being relying on information technology, they are definitely not free from reality, and their sense of social responsibility and ethics cannot be absent. Therefore, enterprises should follow the social contract, strive to form a good sense of social responsibility, and effectively carry out the work of stakeholders, which are conducive to the implementation of the concept of sustainable development in enterprise behavior.

5 Conclusion

With the rapid development of information technology, the living environment of enterprises is becoming more and more complex, and global enterprises are facing unprecedented opportunities and challenges. The traditional organizational structure has been unable to solve the organizational management problems faced by enterprises in the era of e-commerce due to its slow response, bureaucratic style, poor communication, rigidity and other reasons. Enterprises urgently need to carry out thorough organizational change to make it adapt to the changes of external environment and meet the development needs of enterprises themselves. Therefore, it is affected by information technology, the new organizational structure model, flat organizational structure came into being. Because of its dynamic, flexible, sensitive, democratic and other characteristics, it solves the organizational management problems faced by enterprises in the era of e-commerce, and thus effectively adapts to the development of enterprises in the era of e-commerce.

In this analysis process, the author first analyzes the traditional organization theory, including Taylor, Fayol and Weber's, and then analyzes that the traditional organization structure model analyzed in this paper refers to the hierarchical organization structure. Combined with specific cases, the author points out that information technology has changed the organization structure of enterprises. The traditional organizational structure model is out of date, which can't solve the organizational management

problems faced by enterprises in the era of e-commerce. With the further development of the analysis, the author points out that the theory of BPR may meet the requirements of the development of enterprises in the era of e-commerce. It can be seen from the analysis that it is the theoretical source of flat organizational structure. The flat organizational structure guided by the theory of business process reengineering has many advantages in adapting to the development of e-commerce. However, in the process of enterprise operation, new problems inevitably arise. In this regard, the author puts forward a solution to optimize the new organizational structure, i.e. flat organization, hoping to make some contribution to improve the flat organizational structure and make it more suitable for the development of e-commerce enterprises.

Moreover, the theories of management roles influenced by the traditional organizational structure are not suitable for the development of enterprises in the era of e-commerce. Through critical analysis of Fayol's and Mintzberg's management role theory, the author points out that these two theories have been unable to meet the development requirements of enterprises in the era of e-commerce. Therefore, the author finds out Hamel's management principles. Through the analysis, it can be seen that Hamel's management principles adapt to the development of enterprises in the era of e-commerce, and information technology can make Hamel's management innovation become reality. For this reason, the author also puts forward her own ideas about the role of managers in the era of e-commerce, hoping to make some contribution to enrich the research on the role of managers in the 21st century and the formation of new management models of enterprises.

It is worth mentioning that in the process of the above theoretical analysis, it can be found that information technology plays a huge role in the formation of new organizational structure mode and management role. As an information transmission tool, it has changed business and made us view business from different perspectives.

Contributions

① Theoretical contribution: enrich the research literature of organization theory and management role theory, and expand the theoretical research to e-commerce companies.

② Practical contributions: 1) the author puts forward optimized solutions to the new problems in the operation of the flat organizational structure, hoping to improve the flat organizational structure to make it more suitable for the development of e-commerce companies. 2) The author puts forward her own ideas about the new role of managers in the era of e-commerce, hoping to make some contribution to the formation of new management mode of enterprises through the transformation of the role of managers in the era of e-commerce.

Research limitations and Prospects

The change of organizational structure model is a huge system engineering, involving many aspects such as organizational culture, management system, economic system, technical support, staff concept and so on. In order to realize a thorough and fundamental change of traditional organizational structure, all aspects need to cooperate and promote each other, so as to gradually form an effective management model.

In this paper, the analysis of organizational structure model change is mainly from the theoretical point of view, although also with the example of the company. However, according to the above statements, there are still many incomplete parts, which are also the parts that need to be comprehensively and deeply analyzed in the future.

References

Anqi, Z. (2012) 'Talent Gathering and training under flat organizational structure', *Pioneering with science & technology monthly*, (6), pp. 68–69. doi: 10.1017/CBO9781107415324.004.

Chunjuan, W. (2006) 'The Analysis of Meaning and Structural Characteristics of Bureaucracy--Concurrently on Marx Webber's Bureaucracy Theory', *Academic Exchange*, 146(5), pp. 56–60.

Chuang guancha (2017) '85% of big companies died of decision-making mistakes. What do Tencent, Huawei and Alibaba rely on to survive?', *Sohu*. Available at: https://www.sohu.com/a/154730875_667223 (Accessed: 26 April 2020).

Dan, H. (2010) 'Drucker's thought of self-management of knowledge workers', *Journal of Tianjin Manager College*, (6), pp. 42–43.

Fan, Y. (2011) 'Optimization of Enterprise Organization Structure under E-commerce Environment', *Theory research*, (08), pp. 31–32.

Gangyi, W. and Shuang, L. (2017) 'The Application of Coaching Management in Knowledge Enterprises--Taking Lenovo Group as an Example', *Human Resource Management*, (3), pp. 36–38.

Guiying, Z. (2005) 'The Roles of Manager', *commercial research*, 327(19), pp. 94–96.

Haier (2015) *Innovation Model | About Haier | Haier Group*, <http://www.haier.net/>. Available at: http://www.haier.net/en/about_haier/one_person_alone/ (Accessed: 25 April 2020).

Haijun, Y. (2015) 'Future corporate management trends', *Culture Corporate* (3), p. 14.

Hang, Z. (2015) 'On the characteristics, advantages and practical difficulties of hierarchical organization', *Manager' Journal*, (6), p. 277.

Hongkun, D. and Jiuping, X. (2002) 'Study on the organizational innovation based on the E-commerce', *Chinese journal of management science*, 10, pp. 541–544.

Hongyan, M. (2015) 'Research on the optimization design of enterprise organizational structure', *Economic Management Journal*, (7), p. 139.

Huimei, Q. (2008) 'The Evolution of the Organization Theory', (4), pp. 4–6.

Jiadong, T. (2003) 'Information technology gives rise to the transform of enterprise structure and management model', *Metallurgical information review*, (4), pp. 32–34.

Jing, C. (2008) 'Humanized Blueprint for Future Management——Comment on Gary Hamel's "Management Future"', *Chinese Journal of Management*, 5(3), pp. 454–455.

Jingquan, X. (2017) 'On the flat organization of enterprises and its practice', *Manager' Journal*, (09), p. 124.

Kumar, P. (2015) 'An Analytical study on Mintzberg ' s Framework : Managerial Roles', *International Journal of Research in Management and Business Studies*, 2(3), pp. 12–19.

Lijuan, T. (2015) 'On the Flat Organization Structure of Mobile Internet Enterprises', *Manager's Journal*, (1), pp. 89–90.

Lijun, G. (2005) 'The transformation of enterprise organization structure under e-

- commerce', *Jiangsu Commercial Forum*, (10), pp. 45–46.
- Lili, Y. (2016) 'Traditional management needs innovation', *Modern Management Science*, (11), pp. 96–98.
- Lizhi, Y. (2009) 'Organization theory and the evolution of organizational structure', *Enterprise reform and management*, (6), pp. 63–64.
- Pardeep, K. (2015) 'An Analytical study on Mintzberg ' s Framework : Managerial Roles', *International Journal of Research in Management and Business Studies*, 2(3), pp. 12–19.
- Pingfen, Z. (2011) 'Rational Thinking on Max Weber's Bureaucracy Theory', *Journal of Hebei Polytechnic University(Social Science Edition)*, 11(6), pp. 22–23.
- Qianxun, L. (2017) 'Management and development of knowledge workers', *Business Management*, (10).
- Qingyuan, L. (2013) 'A summary of Mintzberg's theory and thought', *Manager' Journal*, (11), p. 117.
- Ruiqiong, D. (2013) 'On the humanistic value of Weber's hierarchy theory', *magager's journal*, (21), p. 134.
- Shi, L. (1999) 'Re-understanding the basic functions of management', *Audit research materials*, (12), pp. 1–9.
- Shumei, Z. and Hua, F. (2004) 'On the influence of electronic commerce on the organizational structure of enterprises and the innovation of management methods', *Journal of Chemical Information and Modeling*, 123(4), pp. 71–74. doi: 10.1017/CBO9781107415324.004.
- Snyder, N. H. and Wheelen, T. L. (1981) 'Managerial Roles: Mintzberg and the Management Process Theorists.', *Academy of Management Proceedings*, 1981(1), pp. 249–253. doi: 10.5465/ambpp.1981.4976861.
- Tianshu, Z. (2013) 'A Brief Discussion on How Enterprises Change Their Organizational Structure to Adapt to the Development of Electronic Commerce', *Discovering Value*, (13), pp. 7–8.
- Wen, Y. (2017) 'Research on Communication Problems Existing in Flat Organization Structure and Countermeasures', *Enterprise Reform Management*, (7), p. 5. doi: 10.13768/j.cnki.cn11-3793/f.2017.2737.

- Xiaobin, D. (2005) *Influence of enterprise informatization on organizational structure*.
- Xiaoshu, S. (2010) 'Organizational innovation in business process reengineering', *Modern Economic Information*, 23, pp. 84–85.
- Yan, C. and Xiaoling, W. (2017) 'The Influence of Internet on Organizational Structure and Its Evolution Trend', *Management Science and Engineering*, 06(04), pp. 165–171. doi: 10.12677/mse.2017.64021.
- Yan, S. (2002) 'An Analysis of E-business and Its Influence to the Evolution of Organizational Structure of Firms', *On Economic Problems*, (1), pp. 48–50.
- Yusheng, W. and Yue, C. (2016) 'Weber's Bureaucracy Theory: Logic, Predicament and Enlightenment', *Journal of Anhui Administration Institute*, 7(5), pp. 5–10.
- Zheng, B. (2010) 'Fayol's understanding of management', *Caijinjie(Guanlixuejia)*, 10, pp. 106–109.
- Zhongli, Z. and Chunlan, L. (2009) 'Weber's Bureaucracy Theory and its Management Ideas', *Journal of Hebei University of Technology(Social Sciences Edition)*, 1(2), pp. 27–31.
- Zichao, L., Shanwei, Z. and Changming, Z. (2009) 'To Study on Developing of Enterprise's Organizational Structure under the Information Technology Condition', (3), pp. 2007–2009. doi: 10.14018/j.cnki.cn13-1085/n.2009.03.034.
- Zitian, X. (2010) 'Discussion on the path of enterprise organizational structure change under the environment of e-commerce', *Commercial Times*, (16), pp. 41–42.