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**INDUSTRY STANDARD OF THE
PEOPLE'S REPUBLIC OF CHINA**

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**Diagnostic guide for tobacco industrial company management
(English Translation)**

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Foreword

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This document conforms to GB/T 1.1-2020 "Standardization Work Guidelines Part 1: Structure and Drafting Rules of Standardization Documents".

Drafting is scheduled.

Please note that some content in this document may involve patents. The issuing organization of this document assumes no responsibility for identifying patents.

This document was proposed by the State Tobacco Monopoly Administration.

This document is under the jurisdiction of the Enterprise Subcommittee of the National Tobacco Standardization Technical Committee (SAC/TC 144/SC 4).

Introduction

Since 2017, the tobacco industry has conducted multiple management diagnostic activities targeting tobacco industrial enterprises, exploring and forming a management model for the tobacco industry.

Enterprise management diagnosis mechanisms, methods, and case studies. With the gradual implementation of policies and measures promoting high-quality development in the industry, and the driving force for industry...

This presents opportunities for management improvement, allows us to seize business development opportunities, and enhance our core competitiveness. Therefore, it is necessary to establish a comprehensive and scientific system...

Learn standardized, simple, and easy-to-implement diagnostic methods for tobacco industry enterprise management, and standardize the diagnostic process for tobacco industry enterprises such as cigarette factories and sheet factories.

Focus on key elements to improve the quality and effectiveness of management diagnostic activities.

This document is compiled from a holistic perspective of tobacco industry enterprise management, emphasizing the strategic, problem-oriented, and excellence-oriented approach to management diagnosis.

In accordance with the PDCA management principle, the system provides task

requirements for each stage of management diagnosis. "Planning -> Doing -> Improving -> Post-Evaluation".

(See Figure 1) to promote the scientific and standardized development of management diagnosis activities and effectively leverage the role of management diagnosis in enterprise production, operation, and governance.

It plays a role in strengthening weaknesses and addressing shortcomings, uncovering core competitiveness of enterprises, enhancing their confidence in pursuing excellent performance, and assisting in the management of tobacco industry enterprises.

Modernization.

Figure 1. Management Diagnostic Framework for Tobacco Industry Enterprises

Tobacco Industry Enterprise Management Diagnosis Guide

1 Scope

This document provides the general principles, types, planning, implementation, management improvement, post-evaluation, and risk management of management diagnostic activities for tobacco industry enterprises.

Guidance and suggestions on aspects such as...

This document applies to management diagnostic activities of tobacco industrial enterprises, as well as to diversified subsidiaries of tobacco industrial enterprises.

2 Normative references

The contents of the following documents, through normative references within the text, constitute essential provisions of this document. Dated citations are listed below.

For references to documents, only the version appropriate for that date applies; for undated references, the latest version (including all amendments) applies.

This document.

GB/Z 19579 Implementation Guidelines for the Evaluation Criteria of Performance Excellence

3 Terms and Definitions

The terms and definitions defined in GB/T 19580 and GB/Z 19579, as well as the following terms and definitions, apply to this document.

Management diagnosis Personnel with extensive business management knowledge and practical experience will employ scientific methods to identify organizational business

strategies and management approaches.

Identify opportunities for improvement, propose solutions, and assist the organization in implementing those solutions.

Diagnostic related parties Individuals, groups, or organizations that can influence management diagnostic decisions or activities.

Note: This includes the management diagnostic organization, the diagnostic team, and the diagnosed party.

Post-diagnostic evaluation the process or behavior of evaluating management diagnostic activities and their effectiveness.

4.1 Strategic Orientation

The focus should be on identifying the alignment between corporate strategy and the overall environment, strategic objectives and strategic actions, and corporate values and corporate culture.

Strategic needs such as integration of science and technology.

4.2 Problem-oriented

The focus is on the fulfillment of corporate responsibilities and functions, key nodes and interfaces in business processes, and the completeness and scientific nature of the system; [the text abruptly shifts to a different topic.]...personnel in specific positions.