

**Title:** Lean Management of J Company's Solar Cells R&D Project  
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## ABSTRACT

For an enterprise, the most important means is to develop products with strong competitiveness as soon as possible to gain more market share, if they want to have an advantage in the fierce market competition. Due to the pivotal impact of new product research and development (new product R&D for short) on the core competitiveness of enterprises, many enterprises attach more importance to product R&D, and the number of new products continues to increase as well, which directly hinders the research and development of old products. As far as new product R&D is concerned, it has the following features, such as large investment and high risks in the failure of research and development and the like. However, there is relatively less investment and strong stability in the research and development of old products. Once an enterprise blindly conducts research and development of new products and fails to manage the new projects, it will not enable the enterprise to build up its competitiveness and may make the enterprise bear the pressure of huge cost.

Mainly taking the current situation of J company's solar cells R&D project management as the main research object, this paper finds out the problems and root causes that restrict the rapid development of its solar cells R&D project. By referring to the practical experience of western and domestic R&D project management of the same type of enterprises, combined with the thought of lean management, a specific

optimization and integration plan for J company's solar cells R&D project is proposed. Under the new R&D project management model, it is necessary to build a perfect organizational structure for R&D management team, and reasonably arrange the work of each team member according to the established goals of the research and development of the project. By rationally planning the specific process of the entire R&D project, the equalization of the workload of each team member is promoted, and the working enthusiasm of each team member is improved.

**Keywords:** R&D project, lean management, solar cells

