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1)

The Appex Corporation is a corporation that was wanting to find which organizational structure would work best for the company at the time. The uses of the three structures resulted in different results as the company used the circular and hierarchical structures in order. The Circular structure had left the employees confused and created issues where they were confused on what roles they were to fit into and where they were necessary. The hierarchical structure created more issues with the employees where the teams they were sectioned into created an issue where the teams that many where on had serious power dynamics that created an issue with the company and between employees. Another issue was lack of communication. Cash states in the text that, “The company experienced problems in product development. For example, one developer would not know what another developer was doing. So, developers, working on the same system, would develop software codes that clashed, causing the system to crash.”(Cash). Showing the issue with the communication and how they would be in the middle of projects and not understand who was working where.

Compaq is another corporation that wanted to figure out which organizational structure they wanted that would work with their company at the time. The structure that the company had created issues where the company was working in an incredibly fast rate that they weren’t able to make any necessary adjustments to the projects that they were working on. As stated by Cash, “Compaq's marketplace was characterized by short product life cycles, making fast development cycles extremely important. If a product was not right, it was usually too late to change it if problems were noticed after formal introduction.”(Cash).

The company had the philosophy that was to wait until technology could provide a "no compromises" solution to users' needs, rather than rushing a product out as soon as technology made it barely feasible (Cash). The company relied on trouble shooting the weaknesses. Another issue was the forecasting, it was a risky report since if sales and marketing based their staffing on the estimates, they may not be able to meet sales(Cash).

Both companies are similar in the need for a new structure that works with them. Their constrictive schedules made both organizations need a better way to move through a project to where they can work and edit without a delay. Their IT architecture were placed in a way to help both compete in the markets they were in where the Compaq company spent their time designing their architecture to work with the weaknesses that dealers faced than creating inter-channel conflicts(Cash). They also maintained a well communicated area that allowed them to keep the area well informed and working together as a unit.

While Appex’s architecture is built to help the workers can push a product that’s available to all and fast. The culture created an issue with this architecture and led to the issues of communication that hurt their overall model and the service that they provided to the customer. These interactions showed what appex could have been and how they could have been with the communication of Compaq.

2) When comparing the two companies of Walmart and Netflix, they both have many similarities and differences. Both run under the hierarchal model of organization structure since both have managers and employees, meaning every manager resides over a group of employees (Cash). The current model of Walmart is the retailer model, where they receive shipments of finished goods. Its physical store number is 4,648(Number of Walmart locations in the United States 2023) as of right now, whereas in the previous year, it was 4,742 (*Number of Walmart Stores in the US (FY2016 – FY2022)*, n.d.). With the physical stores having a small reduction there is also their e-commerce area of Walmart where users can shop and have it delivered to their car or even have it shipped to their home.

Netflix currently runs on a subscription-based model meaning it runs on users paying for the service over a certain amount of time like yearly or monthly. The current user base of Netflix is 230.7 million as of 2022 (Mansoor) . Though the recent year the company has faced issues with the move away from password sharing and the reduced amount of their films but with those lows came highs with their specials bringing in large amounts of subscribers as time goes on.

As for which would be best positioned for the future, I would say Walmart. Cash states in *Building the Information-Age: Structure, Control, and Information Technologies* : “Organization structure is organic and evolutionary”(32). Walmart has proven this by expanding their business to different areas having both brick and mortar and an e-commerce to allow the company to corner the market. The changes in technology have allowed for stores to take a move into a market that’s steadily growing. While Walmart has lost some of its brick and mortar stores it has still maintained a large amount of shoppers. It has many competitors in its market but holds its position with its marketing and use of techniques as offering lower prices for a long period and pricing out the competitors that cant keep up with the lowered prices and taken their place.

While Netflix does have a large amount of subscribers they have been under a large amount of controversy and backlash in the recent year due to the large issues they had with password sharing and the cancelation of certain shows have dwindled their numbers. And with the move to streaming services other studios chose to pull their programs from Netflix in favor of their own services reducing what can be shown on Netflix. This has caused Netflix’s Threat of new entrants to increase and cause it to face a new challenge to maintain its stake in the market(Tanwar). In this market with Netflix losing its original hold over it due to the removal of its most famous movies and shows. It loses the staying power it once had over others where now it must rely on their original content and their subscriber base which is much riskier in the long run. Their static choices will eventually get them pushed out in favor for different services that can provide what they want and has service that might gain their interest.

As for in 15 years, it would still have to be Walmart. As previously stated, Netflix is in a market that has increased in such a large time and with them remaining static in their services they will eventually be pushed out of said market. While Walmart will continue to adapt to the markets available and maintain their position if not exceed past what they were originally at.

3) Vision for Midwest RBU is a presentation outlining the controls for the sales force and how it determines the bonuses of the pharmaceutical company. The current layout of the slides show the competencies, performance scale, and the differentiators. As stated by cash the three controls are Action: “the decisions and behaviors that individuals and organizations should take to achieve desirable outcomes”(Cash). People: “Managers increase the likely hood of desirable outcomes by selecting people with appropriate skills/values/personality characters”(Cash). Results: “Comparing individuals and organizational performance with planned or expected and make appropriate judgements” (Cash). The slide show is a well-done example of starting to view and collect data on performance.

The competencies in this model are functional/technical skills where the worker has functional and technical knowledge to do the job at a high level. Acts decisively wants the worker to be able to make a decision in a timely manner even with little to no information on the entire situation or with deadlines. Seizes accountability when the worker is willing to accept their responsibility and able to shoulder work alone. Grows self the worker wants to work towards their career goals and know what they want from said career. Change agile the want for a worker to be able to accept change and be flexible in the work area. Self-awareness knows who they are and what they can and can’t do and the limitations that they might have to overcome. Commits to one “XXX” aligns themselves with the culture and values of the company when making decisions and working in the organization. Peer relationships ensuring that they can work with the others in the work force and represent themselves and be fair with others. These look into what the employee of the sales team should embody or be working towards.

The performance scale and differentiators are how the workplace rates how the employee meets the competencies or working towards them. Performance offers 4 sections to it being Exceptional, Exceeded, Met, and Deficient. There are 5 differentiators and they’re Magnitude of Influence, Competency, Approach, Commitment, and Consistency. These Both have subsets that judge the exact location that an employee might be at and give an accurate idea of their skill level. Each option is detailed to give a good idea of where the employee is and how they can work towards a better goal or maintain their hard work. While the performance scale does the rating well there isn’t much in terms of feed back for the employees and what they can do to work forward, the lack of these can be trouble some since while the employee might meet the negative aspects there isn’t a way to offer some helpful advice to the area that they are working with. The differentiators also have this same layout where the worker is assigned a section that explains how they are in the section but lack the ability to off the worker ways to work up and increase the rating of this title they are given.

This PowerPoint is a good start to evaluating the employee’s performance. The issue that can come from this is that it’s a determinant for a bonus that can inhibit the evaluation as it might miss other factors that could help or hurt a person’s performance since they might be going above and beyond for their bonus to be larger.

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