Haozhe TANG - Individual Exam

Background:

Assume our company is for selling high-quality bags (purses) to both men and women. Recently, we are going to launch a new series of bags collaborated with other brands/associations.

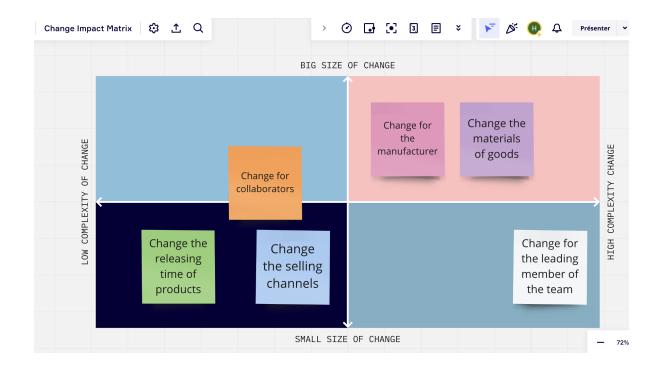1. Create a system of KPIs for your project, linked to the Balanced Scorecard.

MY KPI SCORECARD

PRIOR	
🟢	High priority
🟡	Middle priority
🔴	Low priority

FINANCIAL INDICATORS	PRIOR
ROI	🟢
NPV	🟢
Cost Savings	🟡
Revenue Growth Rate	🟡
Gross Profit	🟡
ROA	🟢

INTERNAL BUSINESS PROCESS INDICATORS	PRIOR
Cycle time	🟡
Produtivity	🟢
Quality	🟢
Production Yield	🔴
Order Filfillment Time	🟢

CUSTOMER INDICATORS	PRIOR
CUSTOMER Satisfaction Rate	🟢
CUSTOMER Retention Rate	🟢
Customer Lifetime Value	🟡
Customer negative comments	🟢

LEARNING & GROWTH INDICATORS	PRIOR
Employee satisfaction rate	🟢
Employee turnover rate	🟢
Training and Development	🟡
Employee Engagement	🟢
Knowledge & Experience Sharing	🔴

2. List 6 changes that may happen during your project (in terms of schedule, cost or performance). and slot them into the Change Impact Assessment matrix.

   6 changes:

   a. Change for the manufacturer;

   b. Change for the leading member of the team;

   c. Change for our collaborators (brand-brand / brand-association);

d. Change the selling channels;

e. Change the materials of goods;

f. Change the releasing time of products.

3. <u>Reflect on the team you have been a part of during this seminar: have you become « performing » in some or all of the areas of effectiveness? Explain your thinking (15'). (PS: all answers will stay entirely confidential).</u>

I performed the best when we were asked to organise a rock concert considering the risks we might encounter in this case and the measurements we could make the safe the successful running of it. In the task, I thought all the possible schedules from planning to preparing on site then to the organisation of running the concert and listed about 10 possible risks and their likelihood of occurence.

Besides, when we were talking about the study on a specific term or an association related to project management, our team picked a quality management framework that was developed by a Japanese car manufacturer and it names Toyota

Production System. In this study, I proposed a website for learning a new concept / system from a brand-new angle (to learn from angle of the customers rather than only the producers), so I did research in Quora: the biggest Q&A website from the US and I pointed out that the biggest distinguishing features of this model is changing the ways of thinking for Japanese people - from ask them and do to be imaginary and innovative.

4. <u>What are the three elements of the A-Z that you found most interesting? Explain your thinking (10').</u>

   a. **Communication Plan:** Some processes like applying for money/materials or asking for staff aids should be studied before the project begins to save more time. When the project starts, we shouldn't spend too much time on these procedures.
   Besides, it is better to chat with the possible participants or power of an activity or project before we start it.

   b. **Pareto Theory:** in fact so many things could be explain by this theory, including the possess of fortune in the world (20% of population have 80% of the fortune) With this theory, we can strive to search out the most important affairs in a project and find the most effective resources or member to finish them.

   c. **CCB:** Evaluate the performance of one project along the way and change the measurements at any time if the committee finds something inappropriate. In this case, we can always make sure that every step the team made is correct or effective.