## Review Classmates: Module 4 Mini-Project

Review by August 26, 09:59 PM PDT

|  |  |
| --- | --- |
| **Reviews** | 4 left to complete |

Large-scale manufacturer strategic system



by Sara Nasser

Submitted on August 19, 2016

like Flag this submission

### Part 1

Using the information provided in the Assignment Details section of the **Instructions** tab, choose an organizational setting.

Clearly identify and describe your setting of interest.

Here we will talk about Large-scale manufacturer .The president of the company required a minimuim rate of return of 10% for any project to be accepted by the company. this company is based on decentralization so it leaves the decision regarding accepting projects or reject them for the division department managers.

The manager of the house appliance division has a ROI of 14% for his division over the last 4 years and he expect that this rate will increase in the next years. There an opportunity for this manager to engage in a new investment which is expected to earn revenue of 2135000 and has a CGS of 1430000 and this investment rquires him to invest in assets for 6000000.

### Part 2

Briefly describe the overarching strategy of the organization, as well as the various perspectives (e.g., customer perspective, etc.) that the organization could adopt.

This company's main vision is to emplementing the differntiation strategy through providing customers with high quality and specialized peoducts with new and different features than other competitors which will gain customer loyalety and satisfaction. Its vision also focuses on increasing its market share as a result and for a benefit of the company it should accept aany investment which its retun on investment exceed the required rate of return which is 10%.

### Part 3

Identify and describe **no less than four** organizational goals/objectives relevant to your setting. Be specific.

To acheive the overall strategy, the company sets the following objectives:  
1. Increase the overall profitability of the company.  
2. Increase customer satisfaction.  
3. Increase the number of new and distinguished products introduced to the public.  
4. Increase the effeciency and effectiveness of current operations in the company.  
5. Motivate and encourage the employees to do their best in favour of the overall benefit of the organization.

### Part 4

Identify and describe at least two measures that correspond to each goal you identified in Part 3. Describe the measures in enough detail that would allow someone to implement and use the measure (i.e., how is the measure captured, what scale is used for the measure, etc.)

1. Increase the overall profitanility of the company: We can measure this by using **ROI** or sometimes we can use **Residual income** to overcome the underinvestment resultd from uding ROI such as what happened in this situation. As here ROI = (2135000- 1430000 )/ 6000000 = 11.75 %

so the division manager will reject it as it will reduce its division ROI (even if its higher than the required rate of return 10%). But if we use residual income = 705,000 - (6000000\* 10%)= 105.000, then he will accept it.  
  
2. Reduce the number of customer complains per year. we can measure it either by:  
a. the number of customer complains per year.  
b. Making a survey asking customer about thei preferences toward our products.  
  
  
3. Increase the number of new and distinguished products introduced to the public. we can measure it through:  
a. no of new products launched every year.  
b. no of new project done by the R&D.  
  
4. Increase the effeciency and effectiveness of current operations in the company. we can measure it through:  
a. Defect rate free product.  
b. the reduction if rework and scraps.  
c. the order time response.  
  
5. Motivate and encourage the employees to do their best in favour of the overall benefit of the organization. we can measure it through:  
a. Training hours provided to the employees.  
b. employees turnover.

### Part 5

Describe how you would provide incentives to managers and employees based on (at least) two of the measures you identified in Part 4.

here we can motivate managers and employees through not teing their performance only to the financial measures as they can manipulate to acheive the financial standards but also we can use rovide them incentives based on their effort to oncrease the overall productivity of the company, making a deligation to them to involve then in decision making (with controlling from the top management), using residaul income as a financial measure, give them incentives based on their effort to reduce the rework and scrub in their division or reducing the order time response rate.

finally we should evalualte them using BSC, so we should consider financial, customer satidfaction, innovation, learning and growth and internat process improvement aspects in our evaluation.

### Part 6

How might managers use subjective performance evaluation in this setting?

he can evaluate emloyees based on their creativity and their ability to find new ideas to develop new products, making a promotion to the most effective employees who meet the standards, giving bonus to them. it also can be achieved through periodically meeting them to encourage them to do their best, know their complains and work to solve it.

Despite the benifts of this methos, but it has many costs which replresented in the bias from the evaluator as he can make a decision based on previos personnal preferences or based on some other informations,  
on the other side, the employees may feel not encouraged to do their based as they do not know specific criteria they will be evaluated based on it or they may focus only on what they see their evaluator focus on.

Read the response to Part 1 and assign points below. Be sure to see the detailed rubric on the Instructions tab before assigning points.

* 0 pts - 0 points: No answer, completely irrelevant answer.
* 5 pts - 5 points: Insufficient answer, incomplete, lacks supporting evidence.
* 7 pts - 7 points: Passing, meets expectations.
* 9 pts - 9 points: Well above average, exceeds expectations.
* **10 pts - 10 points: Superior performance, excellent.**

Read the response to Part 2 and assign points below. Be sure to see the detailed rubric on the Instructions tab before assigning points.

* 0 pts - 0 points: No answer, completely irrelevant answer.
* 5 pts - 5 points: Insufficient answer, incomplete, lacks supporting evidence.
* 7 pts - 7 points: Passing, meets expectations.
* **9 pts - 9 points: Well above average, exceeds expectations.**
* 10 pts - 10 points: Superior performance, excellent.

Read the response to Part 3 and assign points below. Be sure to see the detailed rubric on the Instructions tab before assigning points.

* 0 pts - 0 points: No answer, completely irrelevant answer.
* 5 pts - 5 points: Insufficient answer, incomplete, lacks supporting evidence.
* 7 pts - 7 points: Passing, meets expectations.
* 9 pts - 9 points: Well above average, exceeds expectations.
* **10 pts - 10 points: Superior performance, excellent.**

Read the response to Part 4 and assign points below. Be sure to see the detailed rubric on the Instructions tab before assigning points.

* 0 pts - 0 points: No answer, completely irrelevant answer.
* 5 pts - 5 points: Insufficient answer, incomplete, lacks supporting evidence.
* 7 pts - 7 points: Passing, meets expectations.
* 9 pts - 9 points: Well above average, exceeds expectations.
* **10 pts - 10 points: Superior performance, excellent.**

Read the response to Part 5 and assign points below. Be sure to see the detailed rubric on the Instructions tab before assigning points.

* 0 pts - 0 points: No answer, completely irrelevant answer.
* 5 pts - 5 points: Insufficient answer, incomplete, lacks supporting evidence.
* **7 pts - 7 points: Passing, meets expectations.**
* 9 pts - 9 points: Well above average, exceeds expectations.
* 10 pts - 10 points: Superior performance, excellent.

Read the response to Part 6 and assign points below. Be sure to see the detailed rubric on the Instructions tab before assigning points.

* 0 pts - 0 points: No answer, completely irrelevant answer.
* 5 pts - 5 points: Insufficient answer, incomplete, lacks supporting evidence.
* **7 pts - 7 points: Passing, meets expectations.**
* 9 pts - 9 points: Well above average, exceeds expectations.
* 10 pts - 10 points: Superior performance, excellent.

Please share constructive comments about the responses. How original or innovative was the chosen setting? Were the explanations provided clear? What is one strength of the submission? What is one area of improvement that you would like to suggest?

Submit Review

*good job!*

Visible to classmates

