## Review Classmates: Module 4 Mini-Project

Review by August 26, 09:59 PM PDT

|  |  |
| --- | --- |
| **Reviews** | 1 left to complete |

Strategy Performance Management System for a Large scale ice cream manufacturer



by Anirudh M Mavilakandy

Submitted on May 29, 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.

Large-scale manufacturer  
  
Company ABC Inc. is a large scale manufacturer of ice-creams. The ice creams are packaged in cups and waffle cones.

### 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.

**Vision**: To give an exceptional customer experience by providing high quality premium ice creams made from fresh ingredients.

**Strategy**: To achieve our vision, highly trained professionals operate the best in industry standard equipment in a clean and hygienic environment and use farm fresh produce to make high quality premium ice-creams.  
  
**Customer Perspective**: Our Brand name should be synonymous with high quality ice creams.  
**Financial Perspective**: A healthy balance sheet with a good return on investment  
**Internal Business Perspective**: Best utilization of raw materials with minimal wastage  
**Innovation & Learning Perspective**: Feedback. Incorporate feedback to make the ice cream tastier. Quality control training. Only the best ice creams should pass quality inspection

### Part 3

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

High quality icecreams  
Zero wastage of raw materials  
Maintain/Increase profitability  
High Employee Satisfaction

### 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.)

High quality ice creams

* All batches of ice creams should pass the quality inspection by highly trained quality inspectors. The quality is measured by taste and lab tests
* Any batch of ice cream that does not get a perfect score in the quality test is rejected. Only the batch which has scored the maximum on all counts should pass the test

Zero wastage of raw materials

* Fresh Products such has milk is sourced on a daily basis. Only the required quantity as per estimates should be sourced
* Milk should be stored in air tight containers at the right temperature. Need to ensure the temperature is maintained

Maintain/Increase profitability

* Make required investment to increase efficiency of equipment. Use the Residual Income method to calculate the investment opportunity
* Introduce products in new markets. Setup a stall in supermarkets and provide free samples

High Employee Satisfaction

* Conduct employee satisfaction surveys. Consider each and every feedback provided by the employee
* Provide better than industry standard compensation. Compare employee wages with current industry rates and adjust as and when the industry rates increase.

### 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.

To increase profitability, the managers must make a decision to invest in new equipment that is more efficient. For every dollar increase in profit, the managers will get a share in the increased profits.  
Employees are evaluated on how best they can reduce raw material wastage. Ensuring zero wastage in a month will get the employee an additional $1/hour for hours worked that month.

### Part 6

How might managers use subjective performance evaluation in this setting?

An example of a subject performance evaluation which leads to a negative impact,  
A quality controller is one of the most important employee. If the employee has high performance rating and received the best employee award for two years, the manager will assume he is the best quality controller in his team for the third year and a better quality controller(s) will not receive appreciation for his work. This may demotivate the remaining quality controller(s) and lead to a decrease in quality of the products produced

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 - pts10 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

*Part 6: a manager should manage/lead whose subordinate, operator's performances doesn't represent the performance of manager unless majority operators' performance only the key to evaluate manager since manager's KPI is based on performance of whole team but not individual.*

Visible to classmates





**®γσ, Eng Lian Hu**a few seconds ago

I marked yours, kindly evaluate mine please? Thanks in advance. <https://www.coursera.org/learn/managerial-accounting-tools/peer/eeSfH/module-4-mini-project/review/tolgRGSgEeamqQqS0IDiTQ>