

Baldrige System:

9.13 What were the reasons for creating the Baldrige Award in the United States?

- Raise awareness about the importance of performance excellence.
- Recognize companies that show performance excellence and pass on this information to other organizations to tailor it for their own needs.
- Motivate U.S. companies and organizations to improve their quality standards and strive for excellence.
- Help companies and organizations embody the competitive spirit and drive the U.S. economy forward.

9.14 Why is the criterion: Measurement, analysis, and knowledge management, fourth among seven, central to the Baldrige Award criteria?

AS information, analysis, and knowledge management might themselves be primary sources of competitive advantage and productivity growth.

9.15 What are the business results on which the Baldrige Award focuses?

The criteria focus on **managing all components of an organization as a whole, cybersecurity risks**, and understanding the role of risk management within a systems perspective of organizational performance management.

9.16 Why are business processes important to the excellence of a business?

Business processes are important because they are a step-by-step guide that describes how things are done the best possible way and making it **easier to focus on improving business processes**. Business processes have a vital role to play in the efficient and effective functioning of the organization and structure.

9.17 The Baldrige Award focuses not only on product quality, but also on the business results. Explain.

Past applicants or recipients of the Baldrige Award have seen improvements in:

- . Revenue
- . Market share
- . Employee involvement
- . Employee empowerment
- . Cost reduction opportunities
- . Return on assets and return on equity.
- . Product reliability
- . New product sales
- . Customer engagement and satisfaction

9.18 Figure 9.4 is commonly referred to as the "Baldrige burger." Where is the meat?

The interrelationship among the criteria, showing how together they form an integrated process for managing an organization and contribute to excellence in performance, is shown in Figure 9.4, which is reproduced from the NIST document (NIST 2017a).

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