**Enterprise Management**

Involves continuous planning, monitoring and assessing all the aspects of an organization for the attainment of its objectives

**Four Basic Functions of Enterprise management:**

1. Planning

2. Organizing

3. Leading

4. Controlling

**i. Strategic planning**

• Involves top management

• Long timeframe (three years or more)

• Establish objectives for the entire organization

• Analyzes threats to the organization

• Evaluates the organization’s strengths and weaknesses

**ii. Tactical planning**

• Involves middle management

• Short-term (take a year or less to achieve)

• Aimed at a specific area or department of the organization

**iii. Operational planning**

• Involves supervisors

• Bottom level employees

• Day-to-day tasks

**2. Organizing** Involves developing the organizational structure, distributing the planned work and allocating resources

**3-leading :**Action or ability of guiding a team or individual to achieve a certain goal through direction and motivation

**Traits of a good Leader**:

• Self-motivated

• Self-awareness

• Self-confidence

• Self-disciplined

**Leadership Styles**:

**i. Democratic or Participative leadership** – leader encourages each team member to participate in decision-making by sharing their opinions

**ii. Autocratic or Authoritative leadership** – leader has complete control and power to make decisions withosut input from the team members

**iii. Laissez-Faire or Delegate leadership** – leader gives full power and freedom to the team to make decisions

**Affiliative leadership** – focuses on building team bonds, relationships and emotional connections, while quickly resolving any team conflicts

**x. Charismatic leadership** – leader utilizes his social skills, charm, interpersonal connection, persuasiveness and vibrant personality to motivate others

**Coaching leadership** – involves recognizing team members' strengths, weaknesses and motivations to help each individual improve.

**4. Controlling**

Process of evaluating the performance in order to take corrective actions.

Characteristics of Control:

• Continuous process

• Management process

• Action-oriented

• Closely linked with planning

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**How can a manager take decision?**

* Define the Problem:
  + Clearly the decision or problem that needs attention.
* Gather Information:
  + Collect relevant data and information to understand the situation.
* Explore Alternatives:
  + Consider different options or solutions to address the issue.
* Evaluate Pros and Cons:
  + Assess the advantages and disadvantages of each alternative.
* Make and Implement the Decision:
  + Choose the best option and put the decision into action, monitoring results.

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**Mintzberg’s Organizational Model**

Mintzberg’s Model of Building Blocks divides the organization into five basic parts:

1) Strategic Apex

2) Middle Line

3) Operating Core

4) Technostructure

5) Support Staff

**Strategic Apex**

includes top management

setting objectives and strategies

**Middle Line**

includes middle line managers

ensuring communication up and down

converting broad strategic plans into operational plans

manage relationships with suppliers and customers

**Operating Core**

includes bottom level workers

do the basic work for producing and delivering goods or services

**Technostructure**

includes professionals i.e. accountants, researchers

responsible for the development, innovation, marketing, finance, knowledge and assets

**Support Staff**

workers that work in functions such as public relations, mailroom, catering services, legal counsel, press relations, cafeteria and IT staff

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***Mintzberg’s Organisational Structures***

Based on his organisational model, Mintzberg described five categories of organisational structure, each of which would rely on one specific part of the model:

1. Simple structure organization (Strategic apex)

2. Divisionalized organization (Middle line)

3. Professional organization (Operating core)

4. Machine organization (Technostructure)

5. Adhocracy organization (Support staff)

\*Only Simple Structure is based on centralization and all others are decentralized.

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**Henry Mintzberg's model of effective organizations**

\*\*Mintzberg's Effective Organization:\*\*

- Emphasizes a blend of formal structures and informal networks.

- Recognizes the importance of both strategic planning and adaptability.

- Highlights the significance of a well-balanced, flexible organization.

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**Authority** in Management - Brief Overview:

* Definition:
  + The power or right to give orders, make decisions, and enforce obedience.
* Delegation:
  + Involves assigning tasks and responsibilities
* Decision-Making:
  + Central to decision-making processes within an organization.
* Accountability:
  + Individuals with authority are answerable for their actions and decisions.

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**Organizational Technologies in Operational Management:**

Automation:

Streamlines processes, reduces manual effort, and enhances efficiency.

Data Analysis:

Provides insights for informed decision-making and process optimization.

Communication:

Facilitates seamless communication, improving coordination and responsiveness.

Inventory Control:

Enables real-time monitoring and management of inventory levels.

Customer Relations:

Enhances customer interactions through technology-driven solutions.

\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*

**1. How operation management, competitor and high productivity are related to each other**

- **\*\*Operation Management:\*\***

- Drives efficiency and effectiveness in processes.

**- \*\*Competitor Influence:\*\***

- Prompts continuous improvement to stay competitive.

**- \*\*High Productivity:\*\***

- Result of efficient operations and effective competition strategies.

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**Flow Production**

Continuous flow of goods along an assembly line Also known as Mass or Continuous production

Manufacturers of food, beverage, paper, cement, clothes and oil refineries use flow production method

**Advantages**:

• High production volume

• Division of labor

• Low-skilled labor

• Low cost per unit

• Perfectly balanced production lines

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**2. Batch Production** Products are made in specified groups within a time frame. A batch can go through a series of steps in a large manufacturing process to make the final desired product, e.g. manufacturing of confections, medicines, tinned foods, hardware like nuts and bolts

**Characteristics of Batch productio**n:

• Work is of repetitive nature

• Same type of machines are arranged at one place

• Division of labor

• Low-skilled labour

• Continuous flow of material

• Each product within a batch is identical

\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*

**how can we reduce time of development and manufacturing process while delivering on customer value ,very short answer**

**Streamline** **Processes**:

Identify and eliminate bottlenecks, focusing on efficiency

* **Prioritize Customer Needs:**
  + Focus on essential features to speed up development.
* **Automation**:
  + Implement technology to automate repetitive tasks.

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**Plant Maintenance**

A set of activities that is necessary to keep machinery and types of equipment in good operating condition

Three main types of Plant maintenance: 1. Corrective maintenance 2. Predictive maintenance 3. Preventive maintenance.

**PROBLEMS**

**- \*\*Equipment Downtime:\*\***

- Unplanned breakdowns leading to production stoppage.

- **\*\*Higher Repair Costs:\***\*

- Reactive maintenance can be more expensive.

- **\*\*Safety Concerns:\*\***

- Increased risk of accidents and injuries.

- **\*\*Reduced Efficiency:\*\***

- Decreased equipment performance and output.

- **\*\*Shortened Equipment Lifespan:\*\***

- Lack of preventive measures can lead to premature wear.

\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*

**1. Corrective maintenance** Sometimes called **Breakdown**, Re-active or Run-to-Failure maintenance, performed on the equipment that has broken down and is unusable

**2. Predictive maintenance** Sometimes called Condition-based maintenance, designed to help determine the condition of in-service equipment in order to estimate when maintenance should be performed

**3. Preventive maintenance** Also known as Planned, Routine, Pro-active or Scheduled maintenance is regularly performed on machine assets to reduce the chances of their failure.

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**ERP:**A software-based system of integrated modules for managing, automating and connecting all key business processes. It is an extension of MRP II.

* Advantages and Disadvantages of ERP:
  + ***Advantages****:*
    - Improved efficiency and productivity.
    - Enhanced data accuracy and consistency.
    - Streamlined processes and better decision-making.
  + ***Disadvantages:***
    - High implementation costs.
    - Complex customization.
    - Resistance to change from employees.
* ***Characteristics/Features of MRP I (Material Requirements Planning):***
  + Focuses on materials and inventory management.
  + Forecasts demand based on production schedules.
  + Manages raw materials and components.
* ***Characteristics/Features of MRP II (Manufacturing Resource Planning):***
  + Expands beyond material planning to resource management.
  + Includes capacity planning for labor and machinery.
  + Integrates financial and human resources data.

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**1. Material Requirement Planning (MRP I)**

A software-based system that helps manufacturers to plan, schedule and manage their ‘Raw Materials inventory’ during the manufacturing process

**2. Manufacturing Resource Planning (MRP II)**

A software-based system for the effective planning of all resources of a manufacturing company i.e. information, time, personnel, materials, machines and money. It is an extension of MRP I.

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**6. Inventory control in reorder level minimum level and maximum level**

- \*\*Reorder Level:\*\*

- Point at which new stock is ordered to avoid running out.

- \*\*Minimum Level:\*\*

- Minimum quantity to be maintained to prevent stockouts.

- \*\*Maximum Level:\*\*

- Maximum quantity to avoid overstock and associated costs.

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**Value Chain Management (VCM)** refers to the strategic process of managing activities and processes involved in the creation and delivery of a product or service to customers.

BENEFIT

* Cost Efficiency,
* Improved Quality,
* Faster Time-to-Market,
* Competitive Advantage,
* Customer Satisfaction.

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**Total Quality Management (TQM)** is a management philosophy focused on continuous improvement and customer satisfaction.

The goal is increased efficiency, competitiveness, and customer satisfaction through ongoing improvement.

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**Lean Production**

A philosophy that aims to eliminate wastes systematically

5 Wastes to be eliminated:

i. Inventory – holding or purchasing unnecessary raw materials, work-in-progress and finished goods

ii. Effort – actions of people or equipment that do not add value

iii. Waiting – time delays or idle time, when value is not added to the product

iv. Processing – unnecessary steps in operations that do not add value

v. Units – production of a part that is scrapped or requires rework

**CHARACTERISTIC**

1- Minimizing waste by reducing overproduction, excess

inventory, defects, waiting times.

2- 2-Cultivating a culture of continuous improvement

(Kaizen) with small-scale enhancements by employees.

3- Following just-in-time (JIT) production to minimize

inventory costs.

4- Establishing standardized work processes for efficiency

and quality.

5- Utilizing visual management tools for quick decision making.

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***5. Key components of QMS***

- Standards and Processes,

- Quality Policy,

- Document Control,

- Training and Competence,

- Continuous Improvement.

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**Benefits from intranet for organisation**

- Enhanced Communication,

- Improved Collaboration,

- Quick Information Sharing,

- Centralized Knowledge Base,

- Streamlined Workflows.

**Goals Of Total Productive Maintenance**

Zero Breakdowns, Zero Defects, Zero Accidents, Increased Equipment Effectiveness.

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**12. Servqual method in hotel**

- Tangibles: Physical appearance of facilities.

- Reliability: Consistency in service performance.

- Responsiveness: Willingness to help customers promptly.

- Assurance: Staff competence and courtesy.

- Empathy: Understanding and caring for customer needs.

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**How can a fast food restaurant**

**standardize it's production ?**

**Ans.**

1- Develop detailed recipes for each menu item.

2- Establish ingredient quality and quantity standards.

3- Implement strict portion control measures.

4- Provide comprehensive training programs for staff.

5- Document Standard Operating Procedures (SOPs).

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**Principle kaizen**

- Continuous incremental improvements.

- Employee involvement and empowerment.

- Standardized work practices.

- Identifying and eliminating waste.

- Emphasizing small, manageable changes.

- Utilizing data and feedback for decision-making.

- Promoting a culture of continuous learning and adaptation.

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Chapter: Human Resource Management

1. Benefit of training for employees and organization.

2. Benefits of appraisal to the Employer

3. Benefits of company in re-employing previous employees

4. By compensation approach how org. can retain high performing employee

5. Difficulties faced by managers during incentive scheme

6. Disadvantages of flexible working management.

7. Examples of Flexible Working Arrangements

8. Flexible working policy

9. How HRM contributes in success of an organization

10. how many Types of Pay Structure in Organization define?

11. Hygiene factors: Causes and steps for overcoming

12. importance of hrm

13. Reasons for employees dismissal

14. Write measures to retain good employees

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1. \*\*Training Benefits:\*\*

- Enhanced skills and knowledge for employees.

- Improved performance and productivity for the organization.

2. \*\*Appraisal Benefits to Employer:\*\*

- Identifies employee strengths and weaknesses.

- Helps in performance improvement and career development.

3. \*\*Re-employing Previous Employees Benefits:\*\*

- Familiarity with company culture and processes.

- Shorter onboarding time and potential loyalty.

4. \*\*Compensation Retention Approach:\*\*

- Offering competitive salaries and benefits.

- Recognition and rewards for high performance.

5. \*\*Difficulties with Incentive Schemes:\*\*

- Fairness and equity concerns.

- Difficulty in measuring individual contributions.

6. \*\*Disadvantages of Flexible Working:\*\*

- Communication challenges.

- Difficulty in team coordination.

7. \*\*Flexible Working Arrangements Examples:\*\*

- Remote work.

- Flexible hours.

- Job sharing.

8. \*\*Flexible Working Policy:\*\*

- Outlines guidelines for flexible work arrangements.

9. \*\*HRM Contribution to Success:\*\*

- Recruitment and talent management.

- Employee development and engagement.

10. \*\*Types of Pay Structure:\*\*

- Hourly, Salary, Commission-based, Performance-based.

11. \*\*Hygiene Factors Causes and Steps:\*\*

- Causes: Poor working conditions, low salary.

- Steps: Address basic needs, improve work environment.

12. \*\*Importance of HRM:\*\*

- Ensures optimal workforce utilization.

- Aligns employee goals with organizational objectives.

13. \*\*Reasons for Employee Dismissal:\*\*

1- Inadequate job performance.

2- Frequent absenteeism.

3- Breach of company rules.

4- Unprofessional behavior or insubordination.

5- Engaging in theft, fraud, or dishonesty.

14. \*\*Measures to Retain Good Employees:\*\*

- Recognition and rewards.

- Career development opportunities.

- Healthy work-life balance.

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1. Goals & Objectives of HRD

2. How can we synergies multiple site and measure performance

3. Evaluation of training

4. Types of training and orientation

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1. \*\*Goals & Objectives of HRD:\*\*

- Develop employee skills and competencies.

- Improve organizational effectiveness.

- Enhance employee satisfaction and morale.

2. \*\*Synergies and Performance Measurement across Multiple Sites:\*\*

- Standardize performance metrics.

- Implement unified communication channels.

- Utilize technology for real-time data sharing.

3. \*\*Evaluation of Training:\*\*

- Assess employee skill improvement.

- Measure impact on job performance.

- Collect feedback for program improvement.

4. \*\*Types of Training and Orientation:\*\*111

- On-the-Job Training (OJT).

- Classroom Training.

- E-learning and Virtual Training.

- Employee Orientation for new hires.

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Chapter: Marketing and business strategy

1. Benefits of market segmentation

2. Briefly explain the concept of "Marketing Management".

3. Challenges and constrains in today's external environment

4. Explain strategic marketing and it importance

5. List four durable and fast moving consumer goods

6. Strategic and tactical marketing

7. 4 major factors that effect org environment relationship (Base on understanding too)

8. Two variable technique case study

9. types Sales orientation and drawback. What type of companies follow sales

orientation?

10. variables that use to marketing segmented colthing sold in a large retail cycle

11. Write variable on market segmentation about A paint mfg sold paint to another

business

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Market segmentation is the process of dividing a broad consumer or business market into homogenous groups to whom a separate marketing mix can be focused.

1. \*\*Benefits of Market Segmentation:\*\*

- Targeted marketing.

- Customized product offerings.

- Improved customer satisfaction.

2. \*\*Concept of "Marketing Management":\*\*

- Planning, implementing, and controlling marketing activities to achieve organizational goals.

3. \*\*Challenges in Today's External Environment:\*\*

1- Global pandemic

2- Economic uncertainty

3- Climate change and sustainability

4- Technological disruptions

5- Social and cultural shifts

4. \*\*Strategic Marketing and Its Importance:\*\*

**Definition**: Long-term planning for market positioning, brand

strategy, and organizational goals.

**Time Horizon**: Long-term, typically covering several years.

**Examples**: Brand positioning, market entry strategies,

comprehensive market analysis.

- Planning and implementing long-term marketing goals.

- Ensures alignment with overall business strategy.

5. \*\*Four Durable and Fast-Moving Consumer Goods:\*\*

1- Smartphones:

Constant demand for tech updates.

2- Laptops/Computers:

Essential electronics, frequent upgrades.

3- Refrigerators:

Long-lasting, replaced for tech or needs.

4- Footwear (e.g., Sports Shoes):

Durable, turnover from fashion and sports trends.

6. \*\*Strategic and Tactical Marketing:\*\*

Ans. Strategic marketing

**Definition**: Long-term planning for market positioning, brand

strategy, and organizational goals.

**Time Horizon:** Long-term, typically covering several years.

**Examples**: Brand positioning, market entry strategies,

comprehensive market analysis.

Tactical marketing

**Definition**: Short-term, detailed actions to execute the

strategic marketing plan.

**Time Horizon**: Short-term, often focused on specific

campaigns or initiatives

**Examples**: Social media campaigns, promotions, event organization for immediate impact.

7. \*\*Factors Affecting Org-Environment Relationship:\*\*

- Economic conditions, Technological changes, Competitive landscape, Regulatory environment.

8. \*\*Two Variable Technique Case Study:\*\*

- Correlating two variables to analyze a scenario or problem.

9. \*\*Sales Orientation Types and Drawback:\*\*

- Types: Product-focused, Selling-focused.

- Drawback: Ignores customer needs.

- Companies: Typically seen in commodity-based industries.

10. \*\*Variables for Marketing Segmented Clothing in a Large Retail Cycle:\*\*

- Demographics, Psychographics, Behavioral factors, Geographic location.

11. \*\*Variables on Market Segmentation for Paint Manufacturer:\*\*

- Industry type, Paint usage, Geographic location, Purchasing behavior.

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Chapter: Marketing plans, branding and communications

1. Advantages of branding in organisation

2. Brand extension, multi branding and family branding as brand strategies

3. Discuss elements of Product Portfolio.

4. Identify two marketing opportunities for new organization

5. Income approach method to valuing brand

6. Multi branding brand extension family branding

7. Two variable technique case study

8. Type of branding

9. Valuation of brand through cost method

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1. \*\*Advantages of Branding in Organization:\*\*

- Builds brand recognition.

- Fosters customer loyalty.

- Differentiates products/services.

2. \*\*Brand Strategies:\*\*

- Brand Extension: Existing brand used for new product.

- Multi-branding: Introducing new brands in the same category.

- Family Branding: Single brand for a range of products.

3. \*\*Elements of Product Portfolio:\*\*

- Product lines, Product width, Product depth.

4. \*\*Marketing Opportunities for New Organization:\*\*

- Niche market identification.

- Strategic partnerships with established brands.

- Digital Marketing and Online Presence:

- Sustainable and Socially Responsible Branding:

5. \*\*Income Approach Method to Valuing Brand:\*\*

- Based on future income generation potential.

6. \*\*Multi-Branding, Brand Extension, Family Branding:\*\*

- Multi-Branding: Multiple brands within the same category.

- Brand Extension: Existing brand used for new products.

- Family Branding: Single brand for a product range.

7. \*\*Two Variable Technique Case Study:\*\*

- Analyzing a scenario or problem using two correlated variables.

8. \*\*Types of Branding:\*\*

- Individual Branding, Corporate Branding, Product Line Branding.

9. \*\*Valuation of Brand through Cost Method:\*\*

- Based on the cost incurred in creating and maintaining the brand.

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Chapter: Developments in marketing

1. Attributes of social Marketing

2. Briefly define Internal marketing

3. Characteristics/Features of Corporate Social Responsibility

4. Formal and informal dimensions of Social responsibility

5. Government regulation

6. Market approach and brand value through market

7. Marketing for non profit Organization

8. Social responsibility and factors

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1. \*\*Attributes of Social Marketing:\*\*

- Behavior change focus.

- Social good as the primary goal.

- Audience-centric communication.

2. \*\*Internal Marketing Definition:\*\*

- Treating employees as internal customers, ensuring their satisfaction and engagement.

Objective: Align employee attitudes with company goals.

Impact: Aims to enhance customer satisfaction and overall

organizational success.

Strategies: Involves communication campaigns and training

programs.

Purpose: Recognizes employees' role in delivering the brand

promise to external customers.

3. \*\*Characteristics/Features of Corporate Social Responsibility (CSR):\*\*

- Voluntary commitment to ethical practices.

- Social and environmental sustainability.

- Accountability and transparency.

4. \*\*Formal and Informal Dimensions of Social Responsibility:\*\*

- Formal: Compliance with laws and regulations.

- Informal: Voluntary initiatives for community welfare.

5. \*\*Government Regulation:\*\*

- Laws and policies governing business conduct and practices.

6. \*\*Market Approach and Brand Value Through Market:\*\*

The market approach, in the context of branding, refers to a strategic approach in which a company positions and differentiates its brand based on market conditions, customer preferences, and competitor dynamic

- Market Approach: Customer-centric strategies.

- Brand Value: Enhanced through positive market perception.

7. \*\*Marketing for Nonprofit Organizations:\*\*

- Building awareness for a cause.

- Encouraging support and donations.

8. \*\*Social Responsibility and Factors:\*\*

Social responsibility refers to the ethical and voluntary actions that organizations take to contribute to the well-being of society. It involves considering the impact of business activities on various stakeholders, including customers, employees, communities, and the environment. Factors 1- Legal and regulatory environment 2- Corporate culture 3- Consumer awareness 4- Economic considerations 5- Environmental impact.

- Environmental stewardship.

- Ethical business practices.

- Community engagement.

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**Chapter: Enterprise performance management**

1. Four factors effecting organization's externa environment

2. How budgetory control help organisation to earn maximum profit

3. Key performance indicator

4. Performance management system

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1. \*\*Four Factors Affecting Organization's External Environment:\*\*

- 1- Global pandemic 2- Economic uncertainty 3- Climate change and sustainability 4- Technological disruptions 5- Social and cultural shifts

2. \*\*How Budgetary Control Helps Organization to Earn Maximum Profit:\*\*

- Sets financial goals and plans.

- Monitors and controls expense.s to maximize profits.

3. \*\*Key Performance Indicator (KPI):\*\*

**Definition**: A **Key Performance Indicator (KPI)** is a

measurable metric that reflects the performance of an

organization, department, team, or individual in achieving

specific objectives and strategic goals.

4. \*\*Performance Management System:\*\*

- Aligns individual and team goals with organizational objectives.

- Involves continuous monitoring, feedback, and development of employees.

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**Chapter: Performance measurement tools**

**1**. measures used to Evaluate Organization performance / Org. Performance Tools

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1. \*\*Measures Used to Evaluate Organization Performance:\*\*

- Key Performance Indicators (KPIs).

- Balanced Scorecard.

- Return on Investment (ROI).

- Customer Satisfaction Surveys.

- Employee Productivity Metrics.

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**Quality Control and Quality Assurance**

**Quality Control** focuses on the prevention of defects **while Quality Assurance** focuses on the identification of defects in the finished products.

Quality Control is a proactive approach while **Quality Assurance** is a reactive approach.

**Corporate Social Responsibility (CSR**) Corporate social responsibility is a self-regulating business model in which a company takes steps to ensure that there are positive social and environmental effects associated with the way the business operates

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**Brand equity** Brand equity is a marketing term that describes the value of a brand. It is the premium that customers are prepared to pay for a brand compared to a similar, generic product.

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**Brand management** is a broad term that refers to marketing strategies used to maintain, improve, and increase awareness of a brand and its products over time.

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**Branding** Branding is the process of creating a strong positive perception of a company and its products in the customers’ mind.

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**Pull and Push Promotion Strategies**

**Push marketing** is a promotional strategy that focuses on placing your products in front of your target

customers. Some common push marketing methods include:

Billboards

Direct selling

Trade promotions

Point of Sale display

Radio/TV commercials

**Pull marketing** takes the opposite approach. Pull marketing focuses on bringing customers to you. Some

common pull marketing methods include:

Brand websites

Digital marketing

Content marketing

Social media marketing

Search engine optimization (SEO)

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**7) Digital marketing** – the marketing of products to promote brands and connect potential customers by

using the internet and other forms of digital medium

**8) Guerrilla marketing** – in which a company uses surprise or unconventional interactions in order to

promote a product

**9) Direct marketing** – consists of any marketing technique that relies on direct communication to individual

consumers rather than through a third party, e.g. brochures and catalogs, in-store displays, posters, mobile

messaging, mail, email, banner ads, promotional letters, etc.

**10) Viral marketing** – in which consumers are encouraged to share information about a company goods or

services. Some examples include news on the latest products, special offers, amusing videos or jokes with a

strong product message

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**BCG Matrix**

The Boston Consulting group’s product portfolio matrix (BCG matrix) is designed to help with long-term

strategic planning where a business consider growth opportunities by reviewing its portfolio of products to

decide where to invest, discontinue or develop products. It is also known as the ‘Growth/Share Matrix’.

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A quality circle is a group of employees who meet regularly to discuss and solve work-related problems. They are also known as quality control circles (QC) or Kaizen Circles.

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**Kaizen**

A Japanese term for the philosophy of continuous improvement in all areas of an organisation. It can be

described as a ‘never ending improvement cycle’.

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3**M Theory** A Japanese concept derived to identify and eliminate non-value-added activities present in the manufacturing process.

Toyota has developed its production system and eliminate three enemies of Lean production: 1) Muda = Waste 2) Mura = Unevenness 3) Muri = Overburden

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**5-S Practice**

An approach to achieve a clean, organized and standardized workplace for lean production

5-Ss are Japanese words but can be translated as follows:

Word Meaning Explanation

Seiri Structurise Eliminate unnecessary items

Seiton Systemize Putting all necessary items in optimal place

Seiso Sanitise Clean the workstation regularly

Seiketsu Standardize Create a consistent approach to tasks and procedures

Shitsuke Self-Disciplined/ Sustain Ensuring the first four steps are sustained and followed

**Six Sigma (6σ)**

A quality-control process used by businesses to eliminate defects and improve processes It emphasizes cycle-time improvements while reducing manufacturing defects to no more than 3.4 occurrences per million units

Define, measure, analyze, improve, control

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**Business Process Re-engineering (BPR)** The act of changing an organization's major functions with the goal of increasing efficiency, improving product quality and decreasing costs

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SERVQUAL Model The Service Quality or SERVQUAL Model is a method to capture and measure the service quality, experienced by customers.

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Benchmarking The practice of measuring the performance of a company's products, services or processes against those of another business, considered to be the best in the industry

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Total Productive Maintenance (TPM) is a lean manufacturing strategy that aims to improve the efficiency and safety of production equipments.

**14 Management Principles by Henri Fayol**

1. Division of Work – based on skills and level of expertise

2. Authority and Responsibility – balance between authority and responsibility

3. Discipline – respect for agreements and follow the rules & regulations

4. Unity of Command – each subordinate have only one boss

5. Scalar Chain – clear line of authority (organizational hierarchy)

6. Equity – justice in management and loyalty in employees

7. Esprit de Corps – should strive to promote team spirit

8. Initiative – employees should be given the necessary level of freedom to create and carry out plans

9. Centralization – decisions are made from the top

10. Remuneration – appropriate remuneration for all employees to keep them motivated

11. Order – optimize resources, good social order and safe working environment

12. Stability of Tenure of Personnel – manager should strive to minimize turnover

13. Subordination of Individual Interest – put interests of the organization above personal interests

14. Unity of Direction – a set of activities with similar goals, should all follow the same strategy

\*(Mnemonic: DADU SEE I CROSS U)

**Max Weber's Ideal Bureaucracy**

Bureaucracy: administrative governmental system with a hierarchical structure and complex and strict rules

and regulations

Weber defines bureaucracy: highly structured, formalized and an impersonal organizational system

Weber’s Ideal Bureaucracy is characterized by the following:

i. Division of labor – specific allocation of responsibility based on functional specialization

ii. Formalized rules – written policies, rules and regulations that guideemployee’s behavior

iii. Hierarchical structure – a clear line of authority from top to down

iv. Impersonality – selection and promotion of individuals based on their competence, training and

qualification

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Deming’s 14 points on TQM

1. Create stability of purpose toward improvement

2. Adopt the new philosophy

3. Stop depending on inspections

4. Use a single supplier for any one item

5. Improve constantly and forever

6. Use on-the-job training

7. Implement leadership

8. Eliminate fear

9. Break down barriers between departments

10. Get rid of unclear slogans

11. Eliminate management by objectives

12. Remove barriers to pride of workmanship

13. Implement education and self-improvement

14. Make transformation everyone's job

Crosby’s 14 points for Improvement

1. Management commitment

2. Quality improvement team

3. Quality measurement

4. Cost of quality evaluation

5. Quality awareness

6. Corrective action

7. Zero defects program

8. Supervisor’s training

9. Zero defects day

10. Goal setting

11. Error cause removal

12. Recognition

13. Quality councils

14. Do it over again

Juran’s Trilogy

1. Quality Planning – provides a system that is capable of meeting quality standards

2. Quality Control – is used to determine when corrective action is required

3. Quality Improvement – seeks better ways of doing things

Feigenbaum's 3 steps to Quality control

i. Quality Leadership – motivating workforce for quality improvement

ii. Quality Technology – statistics and machinery used to improve technology

iii. Organisational Commitment – supported by continuous training and motivation

Ouchi's Theory Z

William Ouchi's Theory Z emerged after a comparative study between Japanese and American management

styles. Ouchi showed how American companies could be as successful as Japanese companies.

Features of Japanese management style:

• Strong company culture

• Long-term staff development

• Long-term employment

• Steady promotion

• General agreement/ Consensus in decisions

• Concern for the happiness and well-being of workers

• Individual responsibility

• Mutual trust

• Integrated organisation

• Informal control system

• Coordination

Total Quality Management Excellence Model (TQMEX)

TQMEX is a sequential model that is easy to remember and simple to implement. Companies starting to

implement TQM should follow TQMEX step-by-step.