
Conditions Affecting Managerial Decisions about resources, capabilities and Core Competencies

1. Uncertainty
2. Complexity - regarding the interrelated causes shaping a firm's environment
3. Intra organisational Conflicts - among people

Mission Statement

- Why the company exists and Purpose of organisation (Slogan or catch phrase) .

1. What is our business ?
2. Who is your customer?
3. What is the value to the customer?
4. What will our business be?
5. What should our business be ?

Mission statement Is a reflection of :

1. The organisation's ownership, which can lead to contrast in the mission statements of public sector, private sector and charity organisations
2. The previous history of the organisation, in particular any distinct competencies it has acquired or images it has created in the eyes of potential customers - You create this through reputation - Culture, product , brand image
3. Environmental Factors - Major threats and opportunities your organisation is likely to face.
4. Resources available - without resources available for its accomplishment.

Organisational (Corporate) Culture

Hoefstede

Is pattern of basic assumptions that are considered valid and that are taught to new members as they way to :

1. perceive
2. think and
3. feel in the organisation

4 Functions of Organisational

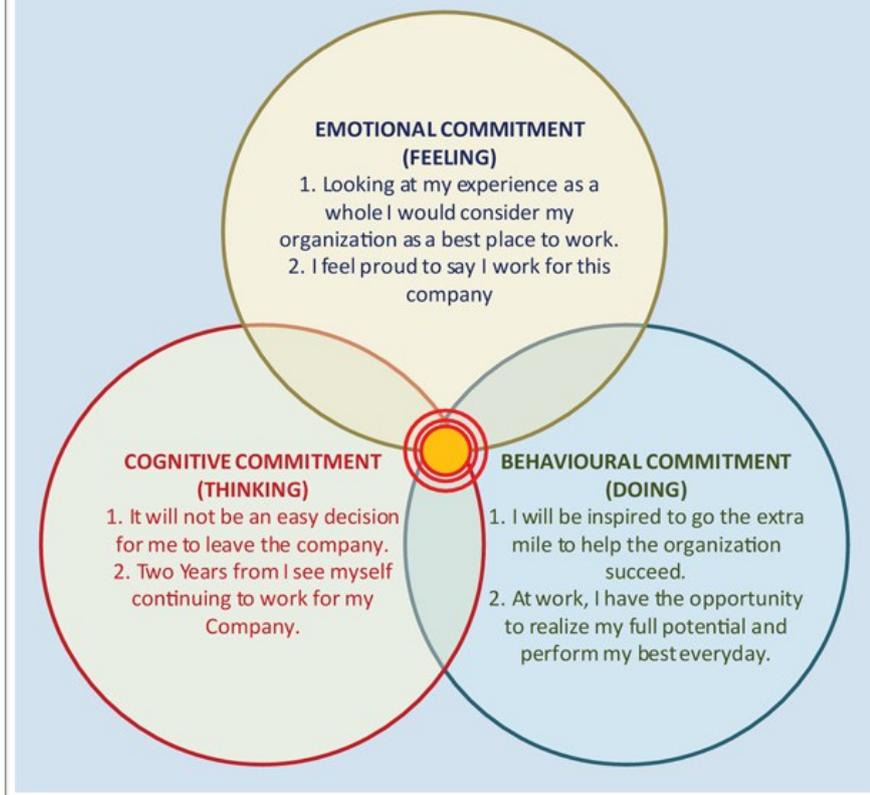
1. sense of identity
2. attribute sense and meaning to events
3. reinforces the values in the organisation
4. culture serves as a **control mechanism** for shaping behaviour . It helps us understand the boundaries , limitations and rules of the culture

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Culture values can be shared in a number of ways, including

1. The way we work is organised and experienced
2. How authority is exercised and delegated.

The Core of an Engaged Employee



Recruiting and Retaining

This involves:

1. Developing employment packages
2. Disposing

Performance Objectives

Managers seek to ensure motivation and commitment so as to maximise performance in the different roles

Training and **Development** has a role to play, as do reward system to maximise effort and focus attention on performance targets

1. Training - Look at one point in time - the weakness of employee from a skills point of view or personality point of view and how can we close the gap .
2. Development - Where we see where want to see ourselves as an organisation and do we have the skills to fulfil those objectives. So we develop those skills.

Welfare Functions can also assist performance by providing constructive assistance to people whose performance has fallen out.

Change Management objectives

Change comes in different forms

Key activities include the recruitment and/or development of people with the necessary leadership skills to drive

Timely and effective employee involvement is also crucial because people support what they help to create.

Administration Objectives

The 4th type of objective is carried out in order to facilitate an organisations smooth running:

Hence there is a need to :

1. **maintain** accrued data on individual employees
2. a **record** of their **achievement** in terms of performance
3. their **attendance** and training records
4. their of **terms** and **conditions** of employment and
5. their **personal** details

Employee engagement

1. Open Door
2. Team Briefings
3. Worker Shareholders
4. Employee of the Month

Ikigai (Japanese concept)

Value Chain

- The moment we start creating to the moment we we put our product on the
- The start of developing to the product to selling the product. (the series(activities of adding value to a product to sell) - this includes marketing , HR , R&D , and manufacturing , These are chain of events to deliver the product or service to the customer , to make them happy and satisfied in order to create customer loyalty and gain a competitive advantage over or competitors.

Chain of activities which results in the final value of a business's products

Value added or bargain is indicated by sales revenue minus costs

Porter divided internal parts of organisation into primary and support activities

Primary activities - are those the directly contribute to production of good or services and organists provision to customers

Support activities

Global Value Chain Analysis

1. Competitive advantage

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