



Beneficiaries Expectations from Supreme Organizations

Nasser Fegh-hi Farahmand

Department of Industrial Management, Tabriz Branch, Islamic Azad University, Tabriz, Iran

E-mail: farahmand@iaut.ac.ir

ABSTRACT

This paper proposes a new beneficiaries expectations ranking method that considers organizations information. In today's environment, there are usually several products or services to fulfill certain functions. With the rise in the standard of living, resulting from increased factory productivity changes in the needs and demands of the population. Research and development has been widely used to translate beneficiaries' expectations to a products or services technical attributes. Products or services have emerged as the fastest growing component of international trade.

Correctly rating the importance of every beneficiary's requirement is essential to the research and development process because it will largely affect the final target value of a products or services technical attributes. The success of a products or services depends not only on whether it meets the beneficiaries' expectations, but also on how it compares with other organizations products or services. Most previous methods focus only on the beneficiaries' perspective, and ignore the organizational environment. The evidence supports the presence of directing in the beneficiaries' expectations with respect to different market periods and to alternative model specifications. Managers directing in these very immature beneficiaries' expectations can explain by a set of microstructure characteristics typical of the supreme organizations.

Since directing thought to increase the share of the market, the existence of directing may trigger some policy concerns about a potentially destabilizing effect on the competitive market.

Keywords: *Research and development, beneficiaries' expectations, organizational environment, supreme organization*

INTRODUCTION

In order to be able to do this successfully, the products or services supreme organization has to view its business and its customer relationships from a products or services quality improvement perspective. Organizations compete with the quality level of their Products & Services. A products or services organization, which cannot manage organizations competition, will have problems surviving. There are always relationships between a products or services organization and its beneficiaries.

The key issue is whether the firm wants to make use of these relationships in the way it manages beneficiaries or not, and whether a given beneficiaries wants to be an actively managed relationship with the Products & Services provider, or not.

Directing competitive market is an alternative explanation of the way that investment choices made by investors. During the past decades, directing competitive market has received much attention from both academic researchers and practitioners.

A large number of theoretical models developed and empirical studies undertaken in order to investigate the formation and causes of this phenomenon in competitive markets.

If beneficiaries' participants follow trends, the volatility of returns might be aggravated and therefore the financial systems might destabilized, especially during a crisis period.

Directing defined as the tendency to mimic the actions of other organizational beneficiaries. For instance, past information of the investment trend by other organizational beneficiaries is useful for a new investor to make a current investment decision. This tendency is supposed to be strongest during a period of high market uncertainty. Organizational beneficiaries considered to be following herds when they change their investment decisions based on other investors' actions.

In the asset organizational beneficiaries' context, directing may cause beneficiaries' expectations to deviate from their fundamental values. As a result, organizational beneficiaries forced to trade at inefficient competitive market.

SUPREME ORGANIZATIONS

Supreme organizations are facing fundamental issues such as how to design and implement an effective quality service delivery system, which will help to establish and to retain global market share. Much of the published work on quality focuses on manufactured products or services, but managers are paying more attention to emphasizing quality in services.

The importance and growth of the products or services sector reviewed. The products or services sectors are expanding globally. The percentage of growth of the different economic criteria in the products or services sector is continuing to increase as the manufacturing base declines. Therefore, it can say that design management in the products or services sector is becoming increasingly important and this importance will continue to grow over this century.

While the definition of what constitutes an organization varies, it generally based on the number of employees and products or services turnover (Zuckerman, E. W., 2000, 228).

In practice, organizations usually characterized by simple organizational structures, which facilitate rapid decision-making and often display, a high degree of innovation.

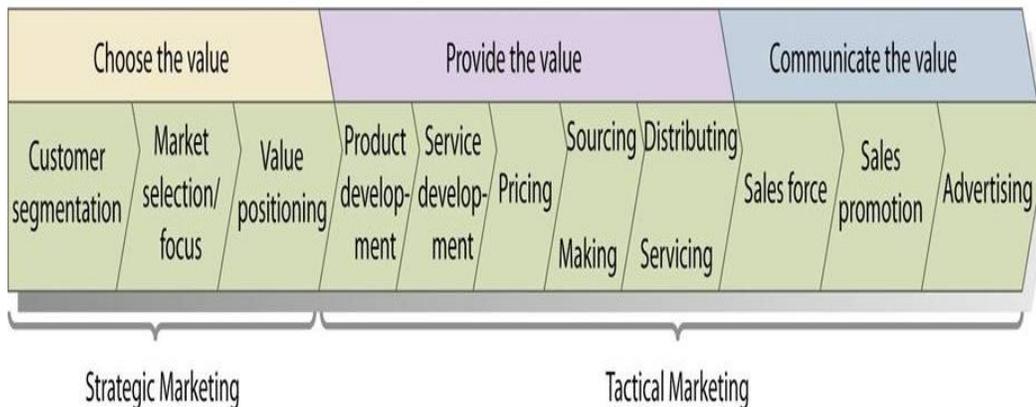
The management techniques and operating structures employed are one way of identifying the maturity of the organization (Bridge, S. O'Neill, K & Cormier S, 2002, 651).

Non-supreme organizations following the traditional process as figure 1. However, supreme organizations following the value creation factors as figure 2.

Figure 1. Non supreme organizations process



Figure 2. Supreme organizations process



The range and sophistication of supreme organizations techniques status is beyond the aspirations and competence of many small, medium and large sized organizations (Feghhi farahmand, 2004, 166).

Thus, it is reasonable to argue that organizational beneficiaries directing is more a case of irrational investor response rather than rational decision-making, with organizational beneficiaries imitating the actions of others rather than trusting their own evaluation of the situation. This implies that organizational beneficiaries need a larger number of securities as supreme organizations in order to

obtain the same level of diversification than would be the case in an otherwise normal market as beneficiaries' expectations.

ORGANIZATIONAL BENEFICIARIES

In recent years, it has expanded most notably to include simultaneous engineering, benchmarking and increasing emphasis on issues relating to organization strategy.

Clearly, the management of organizations seeking supreme status would appear faced with a far more complex task than was the case previously (Feghhi farahmand, 2004, 169). One of the main reasons for the inappropriate use of advanced organizations technologies and techniques in many organizations arises from an inadequate understanding of their production and operation problems and the integrated nature of modern technology.

All too often, technological solutions are imposed which necessitate the organization to engage in an organizational metamorphosis to effectively employ them (Bolton, B and Thompson J, 2003, 111). These can often produce sub optimal results. Ideally, the reverse process should occur, where the organization progresses from a detailed understanding of its problems, which ensures that a particular technology or technique is adapted to meet the needs of the organization (Curran, J. and Blackburn, R, 2002, 117). This process of adaptation should also take into account the production and operation, size and workforce. A supreme organization needs to frame in terms of the needs of the organization rather than the other way round.

For many organizations, becoming supreme does not always mean implementing the most advanced technologies; instead, its competitiveness may arise from the flexibility and skills of its workforce, or a unique market niche and organization strategy (Shemwell, D, 1998, 158). A useful framework for analyzing the deficiencies of the organizations operations is to identify gaps in the production and operation that lead to inefficiencies and compare these to its own model of what constitutes supreme in its field.

By applying an iterative process and identifying gaps in its performance, the organization can assess the suitability of potential solutions at a level appropriate to the expectations and resources of an organization. Gradually move nearer to its model of supreme (Jagdish, N, 2001,75) as shows at figure 3 that organization basically expectations are in field of internal, integrated, socially responsible and relationship marketing.

Fig. 3. Organizational beneficiaries



While the concept of what constitutes supreme organizations has received considerable attention in the academic literature, it developed principally in relation to the needs of larger scale organizations. Given that small, medium and large size organizations make up a significant proportion of the organization capacity in social economies there is a clear need for a rethink of the concept in order to make it relevant to their specific needs (Brunett, Ken, 2001, 337).

Faced with a growing list of the elements needed for supreme organizations the management of organizations appears faced with a daunting task. Focusing on the organizational operation in an organization using the gap analysis framework has proved its utility in assisting the management of one organization to make progress towards a model of supreme organizations that is applicable to their circumstances (Feghhi farahmand, 2004, 283).

ORGANIZATIONAL BENEFICIARIES' MODEL

Some lines of approach employed to detect this trend in relation to different market participants, such as beneficiaries' expectations in emerging and developed markets. Nevertheless, the empirical evidence supporting these organizational beneficiaries is inconclusive.

In particular, organizational beneficiaries directing may result in more optimistically biased earning estimates and reduced perceptions of risk.

Consequently, organizational beneficiaries may earn abnormally low stock returns because of this misperception and the associated increased uncertainty about earning streams.

Theoretical models of organizational beneficiaries directing developed in some studies. This part of the study mainly aims to provide a general picture of some empirical studies developed to organizational beneficiaries directing in competitive market. In addition, results also showed that some factors such as forecasting organizational beneficiaries directing ability, the perceived credibility of the consensus forecast and the motivation to create or preserve reputations all determine the extent of herding. The reason is the general perception that products or services quality is not good. Therefore improving quality is becoming a major objective in supreme organizations throughout the world. The recognition that survival much less growth in the products or services sector is a function of quality led to the increasing emphasis on quality.

Non- organizational beneficiaries' organizations following the traditional model as figure 4. However, organizational beneficiaries' organizations following the model as figure 5.

Figure 4. Non organizational beneficiaries model

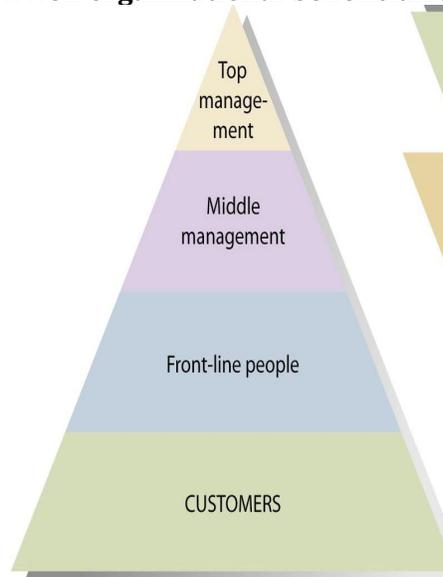
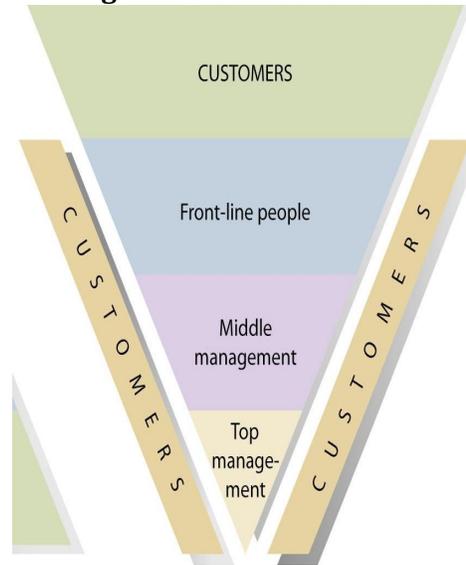


Figure 5. Organizational beneficiaries' model



More specifically, organizational beneficiaries directing concentration found to increase when there was an increase in the credibility of the source of a consensus forecast, when there was increased concern about one's reputation or a lack of confidence in one's forecasting ability.

The techniques covered by supreme organizations must make recognizable and relevant to the organizations if there is to be any possibility of them adopted.

When the concept of supreme organizations introduced into popular parlance, the term was seen to embrace the techniques and factors (Mason, C and Stark, M, 2004, 332). However, techniques of supreme organizations well established before 2000 and would include statistical process control as one of the early manifestations.

The substantial increase in techniques can be related in part to the growing influence of the organizations' philosophies. By coupling quality with beneficiaries' service recovering satisfaction, a few tactical actions as follow can make the challenge simpler and provide leadership:

1) Organizational beneficiaries support from the board of directors. An organization's total quality efforts must begin at the very top (Wiseman, R. M. and Gomez Mejia, L. R., 1998, 844). Begin with the board of directors; one method of obtaining their support is to conduct a quality survey among them. Such questions could include (Collis, D. J., 1998, 21):

- a) Has an estimate been made of the cost of poor quality?
- b) What measures are using to judge quality?
- c) What are current performance levels?
- d) How does quality of beneficiaries' satisfaction compare with other organizations?

2) Organizational beneficiaries prepare an action plan. The answers to these and other questions will provide valuable insights into the existing corporate culture and indicate the organization's readiness for adopting quality. An action plan is on based on the survey feedback should then be formulated by the top management.

3) Organizational beneficiaries vision/mission statement. Develop a vision or mission statement if the organization does not have one already (Feghhi farahmand, 2002, 125). The key to the initial adoption of quality is continuous communication of the vision within a comprehensive communication.

4) Organizational beneficiaries train senior management. Organization's with successful quality cultures start by training and educating senior management, followed by all employees.. The establishment of quality teams is a top priority.

5) Organizational beneficiaries establish top-level quality committee. An essential ingredient for success is a senior quality committee, which provides leadership in quality and stimulates cultural change. This should be chaired by the top management and comprise the entire senior management team and the

individual responsible for quality. Depending on the size and structure of the organization, these committees established within operating divisions, functional group or by geography. The responsibilities of a senior quality committee can include (Stutely, R, 2003, 172):

- a) Establishing strategic quality goals (Baysinger, B. D., Kosnik, R. and Turk, T. A.1991, 122)
- b) Allocating resources (Bethel, J. E. and Liebeskind, J., 1993, 374)
- c) Sanctioning quality improvement teams (Cameron, K. S., 1994, 158)
- d) Reviewing key indicators of quality (Capron, L., 1999, 255)
- e) Estimating the cost of poor quality (Collis, D. J. and Montgomery, C. A., 1995, 741)
- f) Ensuring adequate training of employees (Finkelstein, S., 1992, 55)
- g) Recognizing and rewarding individual and team efforts (Gibbs, P. A., 1993, 118)

6) Organizational beneficiaries conduct a beneficiaries' satisfaction survey. This sponsored by the top management to send a clear message throughout the organization that quality linked to customer satisfaction. The top management and senior executives should then present the results to all employees. Detailed strategies for improving customer satisfaction devised and communicated (Walsh timothy, 2002, 421).

7) Organizational beneficiaries set goals for quality and beneficiaries' satisfaction. The results of the beneficiaries' satisfaction survey lead the top management and senior management to establishing a set of quality goals. Although the whole organization can provide input to this task, the setting of goals is part of management's leadership responsibility.

8) Organizational beneficiaries incorporate quality performance in management reward system. As with financial performance rewards, quality improvement goals can be incorporated into executive management compensation models to help achieve the desired quality results. For example, a bank uses a number of key quality indicator, employee satisfaction and beneficiaries' satisfaction goals to determine 5 percent of executive manager's bonuses.

However, it is important not to hold senior management very responsible until the foundations of quality i.e. key indicators; training mission statement, goals, culture, etc. are firmly established.

BENEFICIARIES' EXPECTATIONS IN SUPREME ORGANIZATIONS

In the current literature, some existing methods incorporate organization information to prioritize beneficiaries' expectations that they are as follows:

1) Organizational beneficiaries directing method: This paper introduces beneficiaries' expectations rating method that takes organizations into consideration and rates beneficiaries' expectations from perspectives as competition, performance, and beneficiaries' and so gives more priority to those expectations that lag behind organizations, have a lower beneficiaries' satisfaction that beneficiaries' think more important.

Research and development method has been widely used as a multi functional design tool to translate beneficiaries' expectations to a products or services technical attributes. The primary functions of organizational beneficiaries directing are products or services development, quality management, and beneficiaries' needs analysis. Thus, organizational beneficiaries directing used to help design teams to develop products or services with higher quality to meet or surpass beneficiaries' expectations.

With the development and widespread use of organizational beneficiaries directing, its application areas expanded much wider fields including design, planning, decision-making, engineering, management, teamwork, timing, satisfaction, costing and so on.

The inherent incentive of the widespread use of organizational beneficiaries directing is its benefits to practitioners.

Correctly rating the importance of every beneficiary's requirement is essential to the organizational beneficiaries directing process because it will largely affect the final target value of a products or services technical attributes. Traditionally, capturing beneficiaries' expectations involves three steps in organizational beneficiaries directing:

- a) Identifying beneficiaries' expectations
- b) Structuring beneficiaries' expectations

This study focused on the third step, to rate the beneficiaries' expectations' importance because, today the success of a products or services in a society place depends not only on how well it meets the beneficiaries' expectations, but also how it compares with other organizations products or services. Therefore, it is important to integrate organization analysis into products or services design and development. Then, the ranking of beneficiaries' expectations for the allocation of development resources should based also on organization analysis.

2) Research and development method: This method cannot always work effectively because many beneficiaries' tend to rate every requirement to the highest importance.

Many papers published in this field of several rating methods proposed. The earliest method is to use a research and development. The research and development often obtained from beneficiaries' survey or expert opinion. However, different beneficiaries' or experts have different attitudes toward the same requirement. To cope with this situation, use a group decision-making technique to obtain the importance weights for beneficiaries' expectations proposed.

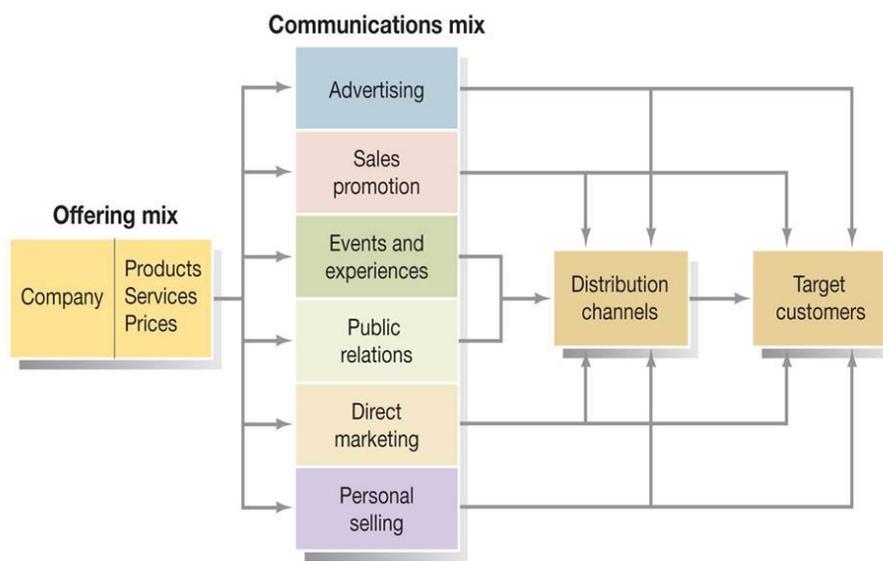
3) Information method: This method analyses the beneficiaries' assessment of organization performance and its organizational information, to generate the organization priority ratings. It gives the highest value to the beneficiaries' requirement in which all the organizations perform the same. It assumes that when all organizations perform the same, it means there is a good opportunity to be outstanding. In fact, these assumptions may not be correct in many situations. The use of the information feedback method in products or services planning is a concept in information theory. It measures the expected information content of a certain message and becomes an important concept in social science. However, the organization cannot simply overlook its disadvantage. It may be a good opportunity for organizations to attack one's own products or services.

6) Communication method: In this way, they can set these beneficiaries' expectations at a prior position and devote time and effort to improve to get the organization advantage.

The difference is that the proposed method does not simply overlook own products or services disadvantages. This method is a new method that can used to obtain the importance weight of beneficiaries' expectations systematically. It also analyses the organization performance information to generate the weights. Instead, it can help organizations find out where the improvement should make mostly.

These methods for beneficiaries' expectations in supreme organizations in figure 6 are to help design teams find the most important beneficiaries' expectations for their own organization.

Figure 6. Beneficiaries' expectations in supreme organizations



Nasser Fegh-hi Farahmand

CONCLUSIONS

Organizations compete with the quality level of their products or services. A products or services organization, which cannot manage organizations competition, will have problems surviving.

In order to be able to do this successfully, the products or services supreme organization has to view its business and its customer relationships from a products or services quality improvement perspective. There are always relationships between a products or services organization and its beneficiaries.

The key issue is whether the firm wants to make use of these relationships in the way it manages Beneficiaries or not, and whether a given beneficiaries wants to be an actively managed relationship with the products or services provider, or not.

In this paper, the importance and growth of the products or services sector reviewed. The products or services sectors are expanding globally. The percentage of growth of the different economic criteria in the products or services sector is continuing to increase as the manufacturing base declines. Therefore, it can say that design management in the products or services sector is becoming increasingly important and this importance will continue to grow over this century.

Supreme organizations are facing fundamental issues such as how to design and implement an effective quality service delivery system, which will help to establish and to retain global market share. Much of the published work on quality focuses on manufactured products or services, but managers are paying more attention to emphasizing quality in services.

Supreme organizations have witnessed what has happened to manufacturers that allowed the quality of their products or services to deteriorate. They also recognize that providing high-quality products or services to keep a customer is much less expensive than acquiring a new one. products or services quality has a major effect on the ability to attract and retain both Beneficiaries and employees, and it contributes directly to superior productivity.

The evidence supports the presence of directing in the beneficiaries' expectations with respect to different market periods and to alternative model specifications. Organizational beneficiaries directing in these very immature beneficiaries' expectations can explain by a set of microstructure characteristics typical of the supreme organizations.

Since organizational beneficiaries directing thought to increase the share of the market, the existence of directing may trigger some policy concerns about a potentially destabilizing effect on the competitive market.

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