

Chapter 8 Managing Internal Operations

Discussion questions

1. how should a corporation scan the external environment for new technological developments? Who should be responsible?
2. what is technology research and how does it differ from market research?
3. what is the importance of product and process R&D to competitive strategy?

Strategic practice exercises

Go to www.baidu.com and, using the advanced search feature, enter “best practices”. Browse through the search results to identify five organizations that have gathered a set of best practices and are making the best practices library they have assembled available to members, explore at least one of the sites to get an ideal of the kind of best practices information that is available.

Go to www.google.com and do a search on “six sigma” quality programs. Browse through the search results and a) identify several companies that offer six sigma training and b) find list of companies that have implemented six sigma programs in their pursuit of operational excellence. In Chapter 8 you should go to www.isixsigma.com and explore the six sigma Q&A menu option.

Case study

Consult the latest issue of *fortune* containing the annual “100best companies to work for” and identify at least 10 compensation incentives that these companies use to enhance employee motivation and reward them for good strategic and financial performance.

Using the internet search engine at www.google.com, do a search on “total quality management” Browse through the search results and a) identify companies that offer TQM training, b) identify some books on TQM programs, and c) find lists of companies that have implemented TQM programs in their pursuit of operational excellence.