

# Gen 480: critical thinking case essay sample



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A instance survey for a fabrication company called AcuScan. Inc was fulfilled. The instance survey involves " Operation Optimize" which plans to convey a new retail iScanner to the market.

The survey is given in two parts. The first portion summarizes the instance survey and provides the premises, statements jobs, and issues of the state of affairs. The 2nd portion is an executive sum-up written for Cliff O'Conner, Chief executive officer at AcuScan.

Inc. including recommendations for a solution for the company's crisis.

Premises Four employees that are employed at AcuScan and are involved in this instance survey they are the undermentioned ; Kelly Thomas, Chief Engineer of Products Software. Pat Lambert,

Director of Marketing. Cliff O'Connor, CEO and Chris Martinas, Vice President of Product Development. The premises of each employee are recognized and discussed get downing with Kelly Thomas. Kelly feels the budget and timeline to be impractical and thinks Optimize is seting the company on the line.

He assumes that merely one characteristic of the Optimize application can be developed by the company's dead line of August foremost. Based on his conversations and electronic mails with Chris, Kelly believes that together the iScann undertaking and fiscal program are at hazard. Kelly assumes that quality control is of greatest significance for this undertaking. The company's repute is at interest with new merchandise development and should non be defined entirely by the selling section. Pat had an thought for the Optimize that came to her one eventide in a dream.

Following a brief hallway treatment with Kelly, she assumed that it was effortless to construct on bing applications of old merchandises and wrote up the merchandise construct. After reaching focal point groups she believes that there is an involvement for Optimize and thinks AcuScan can add considerable advantage if the merchandise is ready by year-end. Pat assumes that the 15 % company budget decrease will non hold an consequence on the Optimize undertaking and feels that they will run into the August foremost deadline. Pat feels Kelly is being irrational and is presuming merchandise development has ample of clip and resources to finish the iScann undertaking.

In reaction, Pat assumes by out sourcing coders to finish the undertaking would be around \$ 350 1000, but would be deserving it to increase in the market lead. Cliff assumes that the new iScanner merchandise can be developed and brought to market by the terminal of the twelvemonth in malice of a 15 % budget decrease. Cliff besides desires a 30 % budget decrease in the original investing petition for " Operation Optimize" from Chris.

Without certification of any farther treatment, Cliff is presuming there is no issue in cut downing the initial investing from \$ 575 1000 to \$ 400 1000. Based on marketing research Chris believes there is an instantaneous demand to increase engineering into new markets to one time once more go the top merchandising leader in the industry. He feels that the rival,

Secur-A Corp. . is fabricating a plan similar to the Optimize merchandise and sees a immense advantage to acquiring the merchandise into market by

twelvemonth terminal. After treatments with the selling manager Chris feels that the lone merchandise demands for the iScanner are extra scheduling, design and development of repackaging.

selling, and publicizing utilizing bing employees to cut down cost. Chris thinks the August first deadline is aggressive but realistic. Additionally,

Chris challenges the section caputs to cut down their budget by 15 % without layoffs. On the contrary, he assumes petitions for voluntary layoffs and retirements will be accepted, so figure of employees may drop with natural abrasion. Arguments Existing statements that are offered in this instance can be acknowledged as emotional or logical every bit good as sound or unsound. Cliff O'Conner argued for a budget decrease since mid-year gross prognosiss appear unfavourable.

In able to vie with other rivals, disbursals must be reduced drastically and outright. He describes the action as intense and urges all section supervisors to make their portion to acquire over the companies short-run budget crisis. At the same clip Cliff mentions the new enterprise should be ready to establish by year-end and encouragement grosss in the hereafter. His statements appear logical, but unsound.

Developing a new merchandise is a great disbursal and can non be done without the appropriate capital investing. If Cliff expects Optimize to be successful, the undertaking must be given the right resources to make so. To convey a new merchandise to market that is merely undistinguished and may non bring forth industry exhilaration as projected. It will let down the company every bit good as clients who may non wait for an updated version

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and alternatively clients will take an expression at other competitors' merchandises. Chris appears to offer sound and logical statements.

He tries to acquire all sections that are involved to speak and work the jobs out together as a squad. Chris understands the company's mission statement along with the ends and wants to acquire a program developed that is realistic and successful. He is unafraid plenty to cognize what it will take to acquire Optimize designed, developed, tested, and marketed.

but has trouble acquiring his message to the other staff members for the ground that Chris gets emotional and makes personal onslaughts.

Additionally, by doing the issue personal he puts his colleagues on the defensive side alternatively of efficaciously working with them in a professional mode. On the other manus Kelly makes sound, but emotional statements. Arguments from Pat are both unsound and emotional. She does non hold the people accomplishments to pass on with others and likes to leap to decisions alternatively of naming to all the facts before doing a determination.

When Pat attempted to talk with Kelly about her thought for the state of affairs at manus it was informal on her portion and unplanned as Pat had a hallway meeting with Kelly. Pat based many of her premises on the impromptu remarks and ne'er followed up for aid with the merchandise construct. Her attendings are good but she works around others and looks merely for grounds to back up her instance. Fallacious Arguments Pat and Kelly are both resourceful and argumentative.

However, Pat rushes into decisions and is near minded when hearing other members informations and research for the Optimize undertaking. She merely hears informations that will back up her premises and statements. With the ad-lib hallway meeting she made a program that could non be supported suitably by merchandise development with a budget that was excessively conservative.

By doing speedy determinations and decisions sometimes consequences in deficiency of clip to make an analysis for the merchandise or force per unit area to execute and happen a solution to the job at manus. An extra job that Pat is faced with is the attitude of “ mine is better” which made her closed-minded along with non leting her to see other colleagues positions on the affair. Since the preliminary construct was Pat’s thought. she felt she could develop the merchandise construct by herself with small or no engagement from other sections such as merchandise development or technology. Furthermore. unneeded premises were made by most or all sections that were involved.

With the premise that Optimize did non acquire to market by the terminal of the twelvemonth. other rivals would take AcuScan’s topographic point as market leader. There are many factors and informations that were non considered in the development of the Optimize undertaking. For case that it was merely unconfirmed study an AcuScan rival was working on a similar merchandise to the 1 that the company was developing. In add-on. there was no treatment or program if Optimize did non do there deadline and alternatively made distribution to the market of spring 2004.

What's more there was no program or analysis to state that the Optimizer would be better merchandise so the other merchandises that the rivals had on the market. Small gross would be show in the books in 2003 for Optimize presuming that it was ready for December distribution. so it would non straight affect the current year's budget. Case Study Conclusion At sometime every person experiences workplace rejections and hardship at some point during their calling. However.

the employee must be able to dispute his or her workplace rejection and advancement frontward with his or her calling. One method of carry throughing this undertaking is to go on to educate themselves and to interchange information with other people in their line of work to develop new penetrations into the work from co-workers. Both increased instruction and exchange of information physiques assurance in an employee's abilities. One could come across that AcuScan as many issues and jobs with communicating and developing their thoughts to each other. How of all time in this state of affairs the cardinal job was that the selling manager. Pat Lambert took upon herself to develop a new merchandise called Optimize.

Normally when a company decides to develop a new merchandise or construct they call for a meeting with all section supervisors to research and discourse the design and develop of that new merchandise. Given that Pat ab initio developed the thought she failed in pass oning it with the other sections that she lacked accomplishments in and did non form appropriate meetings to develop the merchandise. Alternatively she caught applied scientists in the hallway to discourse feasibleness or resource issues. but ne'er formalized the program on paper doing the vision to neglect. In add-on.

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Pat oversimplified the merchandise construct based on treatments and electronic mails she had with the main applied scientist.

Since she does not hold a proficient background this does not give her the ability to add demands to the specifications without discarding it foremost with the applied scientists that do hold this accomplishment. Pat should hold formal meetings with the other sections where the merchandise construct could have been discussed and developed together as a squad. Finance or a Business Manager should have also been included in the meeting to help with the budget development every bit good. A further job the company faced was hapless and unprofessional communicating between each other. E-mail correspondence should not replace face-to-face meetings where many persons can discourse thoughts and constructs together in one topographic point.

Personal onslaughts or innuendos serve no intent and have no topographic point in electronic mails or in a work scene. Putting colleagues on the defence breaks down communicating every bit good as working relationships become labored. A company needs sections to work together as an individual squad even though this means persons have different backgrounds and accomplishments this is what makes a company unique and win in the market with a common intent. In consideration Pat was new to the organisation and likely should have been directed by Cliff to work more closely with Kelly and Chris on this Optimize undertaking. Concluding Recommendation AcuScan has enhanced its popular merchandise offerings in the yesteryear. Over several old ages.



the company has retrenched from 100s of merchandises with small client impact to a truly singular and focused stalls of merchandises that offer great value and enormous entreaty to their clients. Acuscan's ware enterprises are critical to turning gross revenues and increasing the frequency of client visits. Specifically, AcuScan is seeking to supply better value through more attractive merchandises mixtures in both monetary value and quality. To carry through this ; the company must increase its accent on merchandise development and communicating as a whole squad non as an single entity.

AcuScan demands to be within three per centum of the competition on image points. three to five per centum on all other merchandises and guarantees the client lowest sale monetary values every clip. Cliff O'Conner should be more involved with this undertaking and develop an Optimize squad. Members of the squad would include Pat the fiscal planning director. Chris the advertisement director. Kelly Chief Engineer of Products Software and the newest employee of the company that was hired as the Vice President of Organizational Development that employee should besides work as the undertaking director.

The project's timeline demands to be reworked utilizing a plan called Microsoft Project that manner it is on paper and everyone is on the same page. Following fiscal reappraisal there is small grounds to show that conveying Optimize to market by year-end will well profit AcuScan. In add-on. an mean version of Optimize would damage AcuScan's reputa and disinterest clients from sing a newer loop wholly. Besides company's 15 % budget decrease should non impact the research and development section this twelvemonth.

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Sometimes company must take hazards even if that means passing money to do more money and non giving new merchandise development is restricting a company's hereafter. With the gross revenues / service gross forecast expected to skid this twelvemonth. the gross revenues and selling section should concentrate on developing new clients in its bing competitory market with its current merchandises. Although the market is competitory.

there is no ground non to be aggressive and attack other types of companies about drawn-out security applications as Chris suggested. Banks.

Government offices. and even authorities contractors are all organisations that could profit from the bing iScanner applications. Attracting new clients is non an easy undertaking but could open up new doors and convey in more gross nevertheless this is portion of AcuScan' nucleus concern. Executive SummaryProduct Development and Marketing is an country that is invariably turning and altering to run into the new demands and challenges of a forever-evolving work force.

What was one time labeled " uncomplicated" and associated with a repute for being extremely organisational and covering entirely with tonss of resources and financeress. the field has transformed itself into the strategic entity it is today. The alterations. nevertheless.

haven't stopped at that place. While conveying both pros and cons along with it. engineering has spearheaded into the head of Product Development and Marketing. Technological promotions have improved the ways we communicate. revolutionise how we learn.

and expanded our capabilities. Whether it is the innovation of a new machine, moderateness to an existing one, or the find of a new application for an existing engineering.

The field is everlastingly turning and spreading out. In the early phases, it may look like more of a fuss than it's worth to maintain up with these altering tendencies. It never proves worthwhile in the terminal, nevertheless.

As new engineering brings both increased proficiency and productivity. An instance survey was concluded to find a class of action for AcuScan, shaper of the iScanner, a retinal scanner security merchandise to get on a new undertaking called "Operation Optimize.

"The selling and merchandise development sections were assigned with developing a new merchandise to aim a new market along with maintaining existing clients loyal. As with any company, the hereafter of AcuScan depends on the success of new merchandises introduced to new industries and overall client service. The selling manager and head applied scientist are at odds over Optimize's merchandise construct, timeline, and budget.

The Vice President of Product Development has attempted to affect all sections for a meeting to work out inside information, but has been unsuccessful. This instance survey does not include the company's scheme for turning a budget decrease for all sections or its scheme for selling and marketing its existing merchandises. Pat Lambert.

The selling manager is new to AcuScan. She made wrong determinations when it came to passing on with the merchandise development section in

bring forth the Optimize's merchandise construct. Besides, there is no indication that the finance director was involved in budgeting for the undertaking.

The resources and time required to develop the new merchandise as presented are unequal. Over the past few months, unprofessional accusations, insinuations, and communications have been exchanged between section supervisors in respects to Optimize. The force per unit area to acquire Optimize to market by year-end has made employees stressed doing some clash along with no solution to the job at hand doing to give the unity and quality of the merchandise itself along with the reputation of AcuScan.

Developing a non-development merchandise to market merely hurts AcuScan's market portion every bit good as its reputation for quality and enlargement for their merchandises; it does not heighten it. Quality should not be sacrificed to be first company to administer the merchandise on the market, otherwise the clients will turn elsewhere coercing them to buy from rivals. The bantam gross recognized for being first company on the market is not deserving the loss to rivals that produce a better merchandise and follow behind AcuScan. Still.

It is unconfirmed grounds that Secur-A Corp. one of our rivals, is developing a similar application to the Optimize. In order to acknowledge long-run gross.

supply a new industry criterion, and keep a reputation of unity. AcuScan demands to widen its timeline for Optimize and lend more resource. In the interim.

gross revenues should concentrate on marketing its Bing iScanners to authorities offices and contractors. Banks and other organisations to better its gross prognosis.