



مدیریت کسب و کار در صنعت ساخت

Construction Business Management

ارائه دهندگان:

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با همراهی نریمان درافشان

بهار ۱۴۰۴

ماژول دو: ارزیابی کسب‌وکار

جلسه بحث و تمرین

امکان‌سنجی و ارزیابی برای فعالیت در بازارهای بین‌المللی، اجزای موفقیت و شکست سازمان،
اندازه‌گیری عملکرد

ماژول سه

ارزیابی کسب و کار

۱. امکان‌سنجی و ارزیابی سازمان برای فعالیت در بازارهای بین‌المللی

س.

ارزیابی های فردی و سازمانی قرار است چه چیزی را به ما نشان دهد؟

س.

ارزیابی های فردی و سازمانی قرار است چه چیزی را به ما نشان دهد؟

چه مدل ارزیابی هایی داریم؟

س.

فایده این ارزیابی ها چیست؟

۱.

مشخص کردن نقاط ضعف / نقاط قابل بهبود

۲.

مشخص کردن نقاط قوت

۳.

کمک به تدوین نقشه راه ...

۴.

کمک به انتخاب اهداف میان مدت و کوتاه مدت

۵.

False Summit Plateau

گیر نکردن در نقاط اوج کاذب

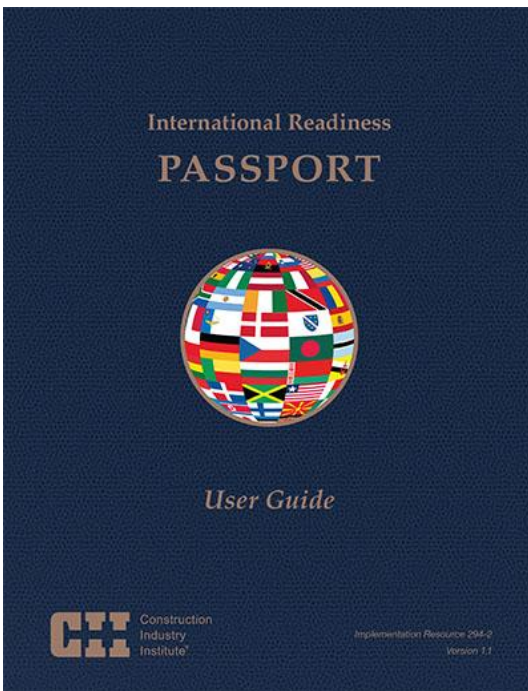
س.

در استفاده از هرگونه ارزیابی، باید حواسمان به چه **مسائلی** باشد؟

س.

در International Readiness Passport چه چیزی نظر تان را جلب کرد؟

چه تلنگری برایتان داشت؟



ماژول سه

ارزیابی کسب و کار

۲. اجزای موفقیت و شکست سازمان

Q 1.

What are the **three external influences** on business failure within the construction industry?

تهدیدات بیرونی و مشکلات درونی

س.

مهم‌ترین مشکلات درونی چه هستند؟

مدیریت مالی

مکانیزم‌های کنترلی

پیاده‌سازی استراتژی

برنامه‌ریزی استراتژیک

Q2.

What risks does a construction company assume by taking on an **extremely large project**; for example, one that requires use of 60 percent of its resources?

Q3.

What strategy do you suggest a construction company adopt when establishing a presence in **a new geographical area**?

Q4.

What is meant by the term “managerial maturity,” and how does it relate to risk of business failure?

Q 5.

What strategy do you suggest a utility construction company adopt for the acquisition of a new piece of equipment?

Q 6.

What are the **four basic management functions** that are performed by construction company leaders?

Q7.

What are the **two reasons** why a construction company president may choose to **delegate** day-to-day business decisions to subordinates?

Q 8.

What are the three primary measures of employee motivation?

What are the primary factors influencing each of these measures?

Q9.

What is Maslow's hierarchy of human needs, and how can they be used to develop employee motivation strategies?

Q 10.

What are the five basic characteristics of an individual's personality?

Q 11.

What is meant by the term “company ethics?”

Q 12.

How does a company leader influence the ethical performance of the company's employees?

Ex 1.

What are some of the issues when project size is increased?

Ex 2.

How would you plan to expand into a new geographic area?

Ex 3.

Why is a **change in key personnel** a serious issue for a **small- or mid-size** construction enterprise?

Ex 4.

What are the **exposures** to an organization that change the type of work they normally do and how can they be overcome?

Ex 5.

How would you go about **planning for a succession** in management of a construction business?

ماژول سه

ارزیابی کسب و کار

۳. اندازه گیری عملکرد

س.

هدف از اندازه‌گیری عملکرد چیست؟

س.

با چه مخاطراتی در اندازه‌گیری عملکرد مواجهیم؟

نیمه تاریک شاخص‌ها

Dark-side of Indicators / Indicator Dysfunctions

نیمه تاریک شاخص‌ها

Dark-side of Indicators / Indicator Dysfunctions

Game the
System

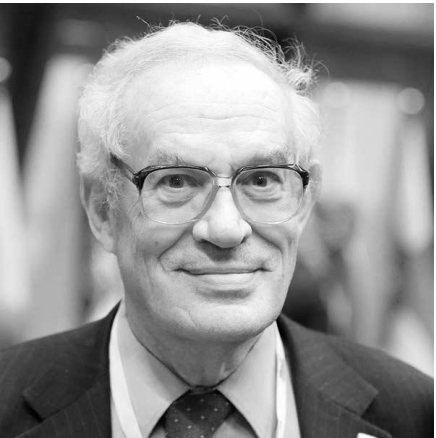
System
Manipulation

Over-focus

Under-focus

Goodhart's Law

Any **observed statistical regularity** will **tend to collapse** once **pressure** is placed upon it for **control purposes**.



Charles Goodhart
(1934-)

GOODHART'S LAW

WHEN A MEASURE BECOMES A TARGET,
IT CEASES TO BE A GOOD MEASURE

IF YOU
MEASURE
PEOPLE ON...

NUMBER OF
NAILS MADE

WEIGHT OF
NAILS MADE

THEN YOU
MIGHT GET

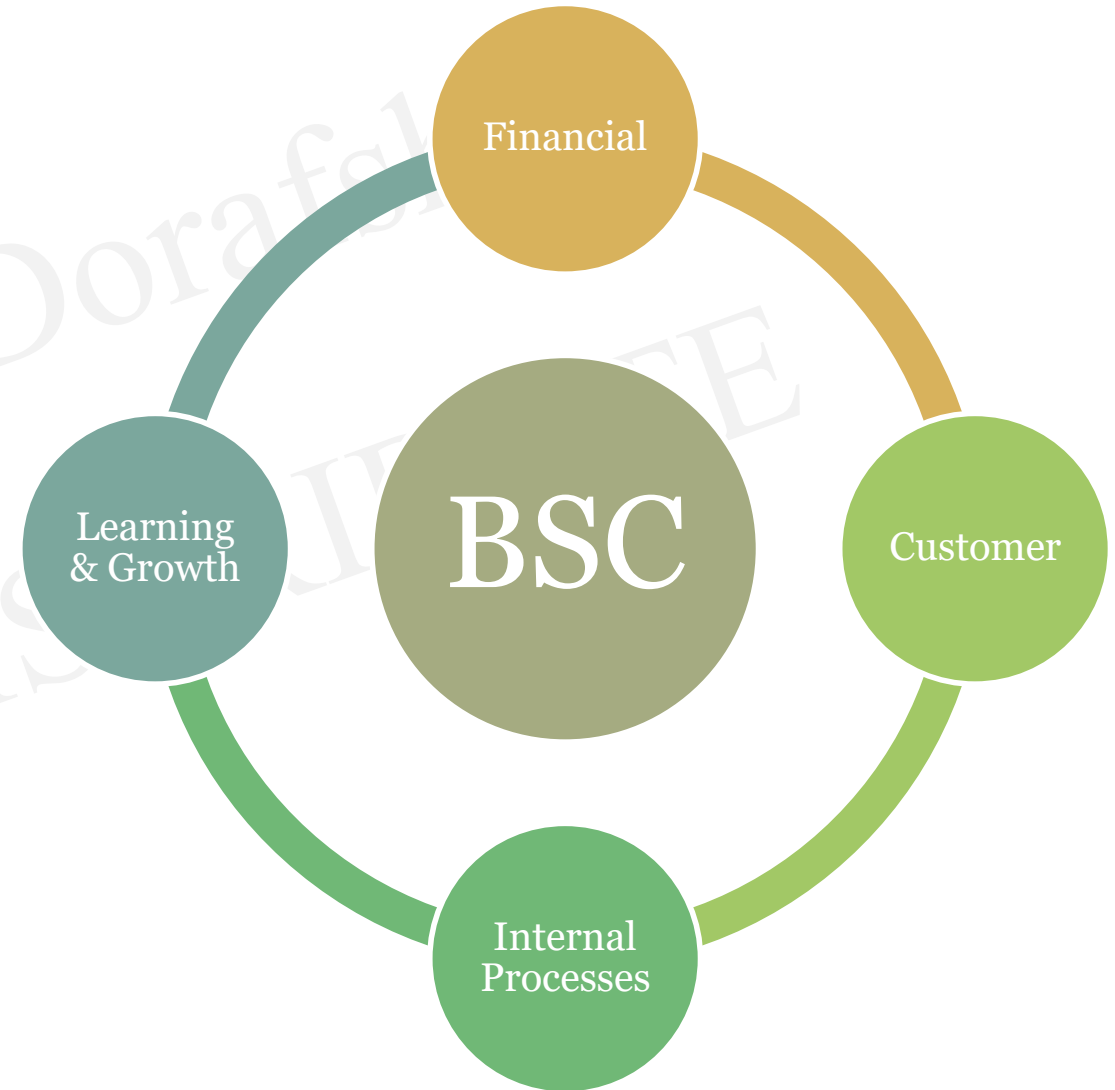
1000'S OF
TINY NAILS

A FEW GIANT,
HEAVY NAILS



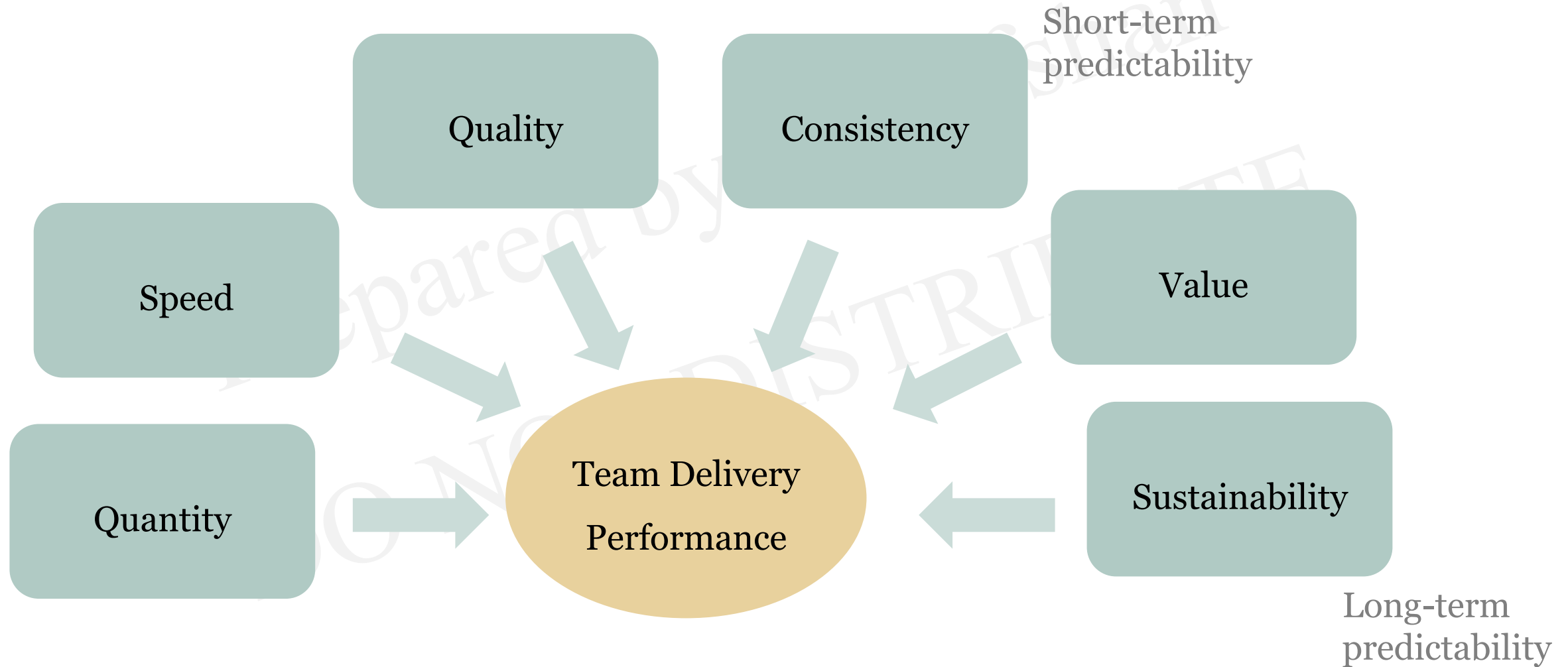
sketchplanations

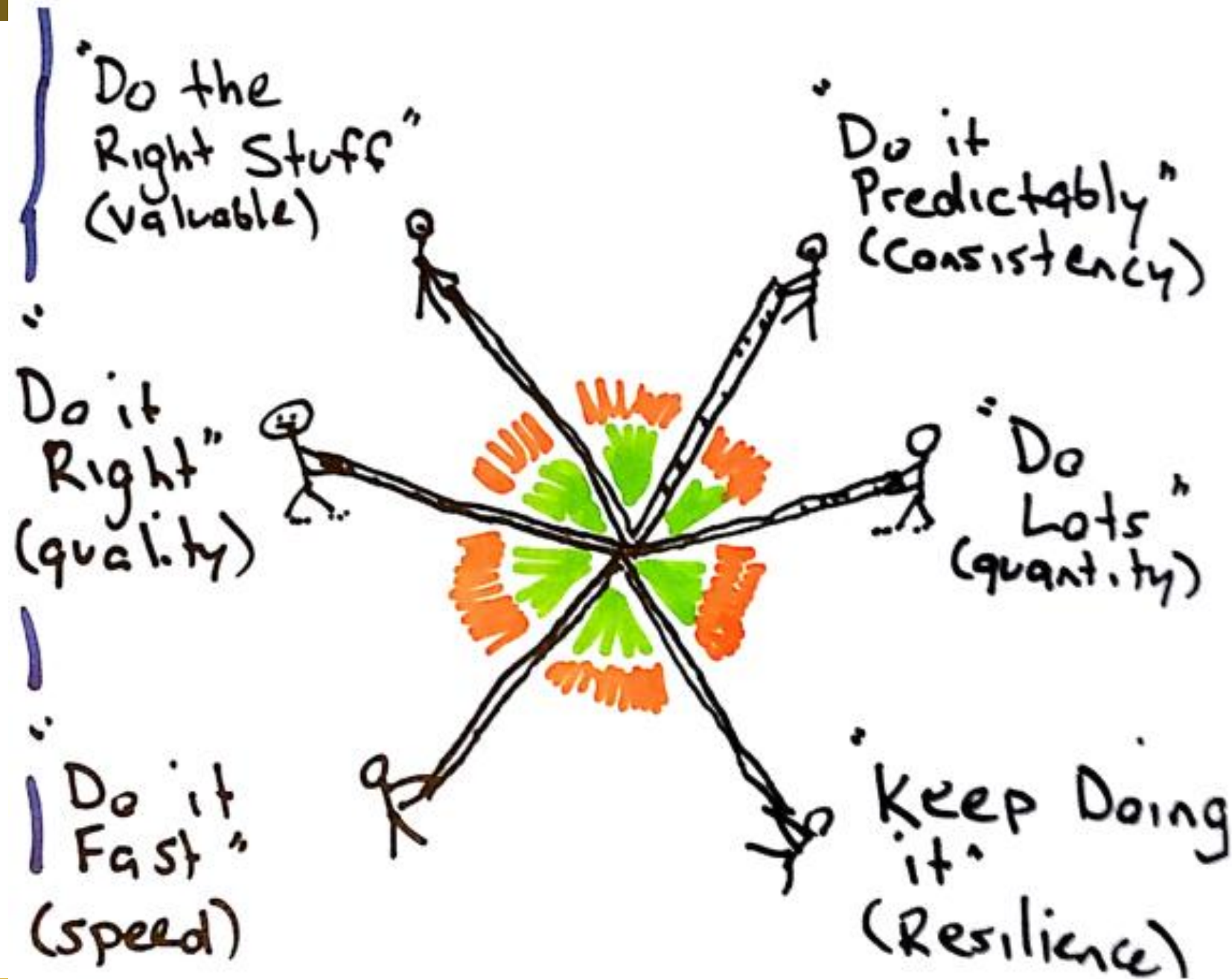
- Four dimensions
- Each dimensions contains several metrics
- A new definition for Strategy



Kaplan, Norton, “The Balanced Scorecard – Measures that drive performance”, Harvard Business Review, (1992)

Six Proposed Dimensions of Flow





Six Proposed Dimensions of Flow

Review Questions

The **actual client-contractor relationship** is between which entities?

- a. The construction firm and the client organization as a whole
- b. The construction firm executive and the client organization as a whole
- c. The construction firm as a whole and key project managers in the client organization
- d. Individual people in the construction firm and individual people in the client organization

Review Questions

The **actual metrics of significance** in the **construction industry** are what?

- a. Cost (budget)
- b. Time (schedule)
- c. Customer satisfaction (quality)
- d. All of the above

Review Questions

The purpose of **preplanning** before the contract is to do what?

- a. Set the client's expectation around the value they will receive
- b. Clarify, detail, and coordinate the construction activities
- c. Identify project risks and develop minimization plans
- d. Extend the duration of contract negotiations
- e. All but d
- f. All of the above

Review Questions

Project performance measurements are most effective when they are tracked against what?

- a. Preset performance ranges specified by the client
- b. The original budget, schedule, and quality levels agreed to in the contract
- c. Benchmarks of performance for similar project types and sizes
- d. Benchmarks of historical change order rates in similar geographical regions

Review Questions

Recommended **leadership practices** include the use of performance information to do what?

- a. Identify and penalize low performance
- b. Communicate to project teams that they are being ineffective
- c. Create transparency to assist with the completion of projects
- d. Promote competition between project teams
- e. All of the above

Ex 1.

If you were a large client organization that purchases lots of construction services, what type of performance information would be most useful for you to know about proposing contractors?

Ex 2.

Describe some of the **underlying conditions** that may cause the client's project team to have **different expectations of performance** than what was stated in the contract

Ex 3.

If you were the leader of a construction firm, how would promote a **positive company atmosphere** around performance measurement and transparency?