

PRODUCT MANAGEMENT BY PARTICIPATORY COMMUNICATION EMPOWERMENT IN PRODUCT RESEARCH PROGRAM MANAGEMENT

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ABSTRACT

The form and structure of an organization's participatory communication empowerment system can affect employee motivation levels in several ways. Organizations can adopt various participatory communication empowerment practices to enhance employee satisfaction. Recognizing the importance of participatory communication empowerment in achieving flexibility in an international context expands the types of research questions related to the role of participatory communication empowerment functions in product management, such as selection of participatory communication, training and compensation and performance appraisal. The most important factor in successful management of the product research program is a reliable relationship among the partners in the chain in such a way that they can have mutual trust in each other's capabilities and activities. This paper considers the value of participatory communication as an important intangible asset of an organizational product management. The strategic importance of workers is discussed and their interaction, as an asset, with other important organization assets. The basic methodologies for valuing workers explained and their limitations are considered.

KEYWORDS: Product Management, Participatory Communication Empowerment, Human Empowerment, Organizational Performance, Product Research Program

INTRODUCTION

Granting business credit favors the organizational sales in various ways. Business credit can act as an effective price cut. It is an incentive for customers to acquire merchandise at times of low demand. It allows customers to check that the merchandise they receive is as agreed quantity and quality and to ensure that the services contracted carried out. However, organizations that invest heavily in inventory and trade credit can suffer reduced profitability by product management. Continuous training, employment security, performance appraisal and alternative compensation systems can motivate skilled employees to engage in effective discretionary decision-making and behavior in response to a variety of environmental contingencies. There is no doubt that valuing acquired intangibles such as brands, patents and workers lists makes a lot of sense rather than placing these organization critical assets in the accounting black hole known as goodwill. Modern approaches recognize that selection of participatory communication empowerment is a complex process that involves a significant amount of vagueness and subjectivity. There are approaches applied by accountants and the resulting values, however, equally valid for strategic planning and product management measurement or simply numbers to satisfy the information requirements of investors and efficient tax planning. Tangible assets as such machinery, building, stocks and shares are straightforward to value, their visible and corporeal nature makes them relatively easy to define and in most cases, there is an active market from which value can derive. In contrast, intangible assets are not so easily defined while it is rare that they are actively traded.

PRODUCT RESEARCH PROGRAM

The Product research program includes all the activities related to the processing of materials and the conversion of goods from the stage of raw material to the stage of delivery to the final customer, as well as the informational and financial processes related to them, along with coordinated and integrated management.

In a broader sense, a product research program consists of two or more organizations that could be companies, which produce parts, constituents, and final products or they could even include the supply-and-distribute service providers or the final customer as well. The most important factor in successful management of the product research program is a reliable relationship among the partners in the chain in such a way that they can have mutual trust in each others' capabilities and activities. Therefore, in the development of any integrated product research program, increasing the confidence and trust among the partners and devising the reliability for them are the crucial factors to achieve sustainable success.

In the current industries, choosing business partners and establishing a successful and sustainable communication with them regarding the previous standards and criteria is not feasible.

Hence, determining the quantitative criteria and parameters through which the most suitable partner could be chosen seems to be useful. The reliability factor is also one of the most effective criteria which mean the probability of the intact and flawless performance of the system for a definite and pre-scheduled period of time.

On these grounds, the present paper aims to study the reliability rate in the product research program and to determine whether the relationships within the product research program have a high reliability rate or not. In order to study this, the product research program operational reference, which is a valuable tool to analyze product research programs, has been used as Figure 1.

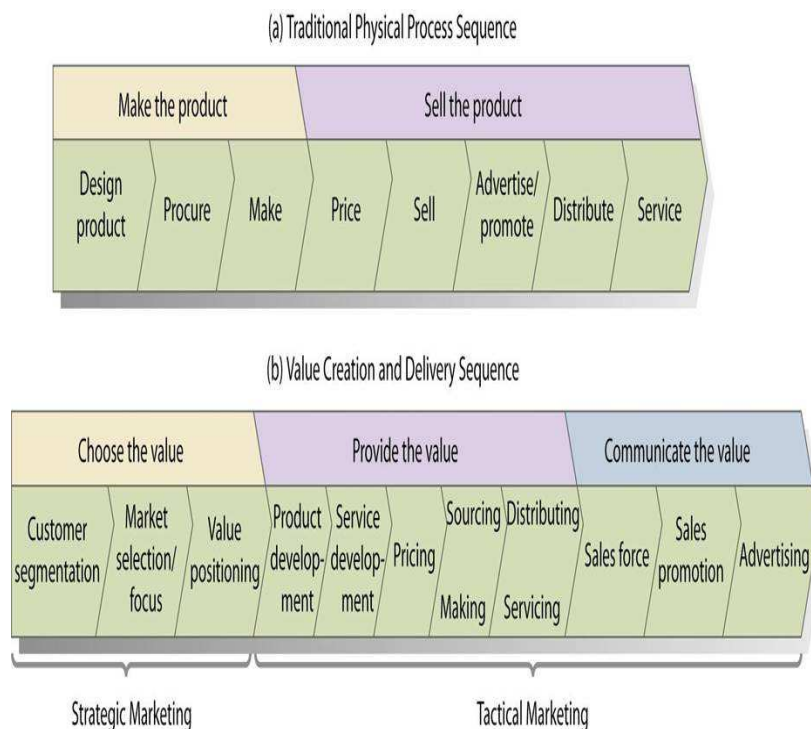


Figure 1: Product Research Program Operational Reference

The product research program operational reference model supports the operational evaluation metrics at three levels. The metrics of level one provide an approach to product research program in order to assess management and the metrics of levels two and three include more specific and detailed criteria regarding the categories and elements of the processes.

The metrics of level one are systematically divided into five operational criteria, three of which, reliability, flexibility and responsiveness, are customer-facing attributes, and the other two, costs and assets, are internal-facing ones. Each of these metrics is further divided into minor metrics at the lower levels.

Level three of the product research program under study also has minor and more detailed metrics for the assessment of the above-mentioned metrics. It is possible to calculate the reliability rate of each loop of the broad chain under study during different pre-scheduled time periods.

In order to measure the reliability rate of the whole product research program under study at a certain period. First, it is necessary to identify the type of the product research program formed in one of the five positions-series, parallel, series parallel, parallel series, or composite and then, based on the reliability formula of the related system; it is possible to calculate the reliability of the whole system at that period.

In comparison to previous studies this research by calculating reliability measurement metrics in different levels of product research program. Identifying the impact value of each of these metrics on variances of reliability criterion in different periods, has been able to offer a new method for prioritizing decreasing reliability factors in a product research program in order to reduce their effects. In addition, this research is a case study in Iran, which is suitable for computing reliability of product research program for Iranian organizations.

PRODUCT RESEARCH PROGRAM MANAGEMENT

Product research program is a network of organizations in related processes and activities and creates value by submitting products and services to customers. In general, a product research program includes two or more organizations, which separated from each other lawfully and related to each other through material flows, information and financial flows. Product research program is primarily concerned with the efficient integration of suppliers, factories, warehouses and stores so that merchandise produced and distributed in the right quantities, to the right locations and the right time to minimize total system cost subject to satisfying service requirements. In according with mentioned items, bellow factors explains expectations from each departments:

- Purchasing: Stable volume requirements, flexible delivery time, little variation in mix and large quantities.
- Manufacturing: Long run production, high quality, high productivity and low production cost.
- Warehousing: Low inventory, reduced transportation costs, quick replenishment capability.
- Customers: Short order lead time, high in stock, enormous variety of products and low prices.

The literature argues shows that the extent to which each determinant of performance impacts firm performance is a function of the performance metrics.

Further, define performance as the sum of all processes that will lead managers to taking appropriate actions in the present that will create a performing organization in the future or in other words, doing today what will lead to measured

value outcomes tomorrow.

Systematic management recent research reviewing corporate coaching programs that we can see this move from intuition towards rationalized models as complementary and off-setting to developments in strategic management.

Like all scientific enterprises, a period of accumulation of evidence will be required before definitive conclusions may be drawn.

ORGANIZATIONAL PARTICIPATORY COMMUNICATION

They comment that capturing the wrong participatory communication information, unclear goals, and inappropriate selection. Use of technology, inability to integrate workers and processes and use of misleading metrics or improper measurement approaches are the major barriers in implementing, managing participatory communication empowerment projects systems that seek to identify individuals with the ability to learn and adapt to new situations, and markets can provide a firm with competitive advantage. International organizations can adopt various practices to enhance employee skills s follows:

- Efforts can focus on improving the quality of the individuals hired, or on raising the skills and abilities of current employees, or on both. Employees can be hired via sophisticated selection procedures designed to screen out all but the very best potential employees. Indeed, research indicates that selectivity in staffing is positively related to firm performance.
- Organizations can improve the quality of current employees by providing comprehensive training and development activities after selection.

The more we understand people and their total environment, the more their needs are likely to be met. When we talk about valuing workers relationships, the scope of definition is expansive. On the one hand, it is simply the value that workers generate for the organization. On the other hand, it is purely the value of the relationship. Neither definition is more correct than the other; however, the purpose and approach for valuing each are different. A positive experience throughout the workers cycle should foster trust and develop loyalty, therefore allowing an organization to generate more revenue for less incremental expenditure. For example:

- Happy existing workers are more willing to operation or services and try new operation or service offerings.
- Making empower workers aware of operation and the cost of operation existing workers can be lower and, operation predicted.

ORGANIZATIONAL PARTICIPATORY COMMUNICATION IN PRODUCT RESEARCH PROGRAM MANAGEMENT

Participatory communication capital refers to the organization investment in short-term assets. Emphasized on the management of participatory communication capital is important to the businesses of all sizes. This importance is hinged on many reasons:

- The amounts invested in participatory communication capital are often high in proportion to the total assets employed and so it is vital that these amounts used in an efficient way.

- The management of participatory communication capital directly affects the liquidity and the profitability of the corporate firm and consequently its net worth.
- Participatory communication capital management aims at maintaining a balance between liquidity and profitability while conducting the day-to-day operations of a business concern.

The effects of participatory communication capital management on corporate performance have been a focus of substantial amount of empirical research for many years. Studies have concentrated on large organizations operating within well developed money and capital markets of developed economies.

Findings from these studies becomes difficult to generalize for relatively small sized organization operates within a rather rudimentary business markets, where organizations mostly rely heavily on owner business, trade credit and short term their needed investment in participatory communication capital.

Existing literature characterized participatory communication capital management as an area largely lacking in theoretical perspective.

More specifically, the limited general theory which does pertain to working capital management like capital budgeting emanates from the finance literature and focuses on the relationship between risk and profitability by define and finding of relative problems as Figure 2.

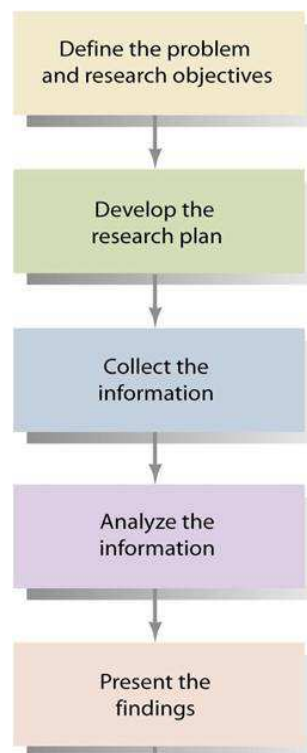


Figure 2: Finding of Relative Problems Process

Thus, the relationship between profitability and participatory communication capital helps understand the relationship between profitability and liquidity, the dual goals of the working capital management. Although, there seems to be that the scholars who have written on this relationship have not completely synthesized their various hunches into a theory, there is noticeable consistency in the use of few guiding concepts in working capital management literature.

These concepts labeled the theoretical framework-after all; a theory is a supposedly tenable explanation about a relationship.

The operating cycle theory looks explicitly at one side of working capital that of current asset accounts and therefore gives income statement measures of organizational operating activities, that is, about production, distribution and collection.

Receivables, for instance, are directly affected by the credit collection policy of the firm and the frequency of converting these receivables into cash matters in the working capital management.

By granting the customers more liberal credit policy, the profitability will be increased but at the same time liquidity will be sacrificed. The same analysis goes for other components of current asset account. However, the operating cycle theory tends to be deceptive in that it suggests that current liabilities are not important in the course of organizational operation.

Finally, the sources of organizational activities can be assailed as a result. Given this inadequacy of the operating cycle theory, it is essential to infuse current liabilities in the picture to enhance organizational analysis and understanding.

The product research program integrates both sides of participatory communication capital. This method of participatory communication capital as part of a broader framework of analysis known as the working capital cycle.

Participatory communication capital in product research management has the administration role of current assets in product management as the name of cash, marketable securities, receivables and inventories. Participatory communication capital management is important because of its effects on the organization profitability and risk and consequently its value or product management.

In addition, larger inventory reduces the risk of a stock-out. Product management may stimulate sales because it allows customers to assess product quality before paying. Because suppliers may have significant cost advantages over financial institutions in providing credit to their customers, it can also be an inexpensive source of credit for customers.

Another component of working capital is accounts payable. Delaying payments to suppliers allows a firm to assess the quality of the products or services bought and can be an inexpensive and flexible source of business for the organization.

On the other hand, business credit is a spontaneous source of product management that reduces the amount required to finance the sums tied up in the inventory and customer accounts.

But organization should bear in mind that financing from suppliers can have a very high implicit cost if early payment discounts are available. Since, money also locked up in participatory communication empowerment, the greater the investment in current assets, the lower the risk, but also the lower the product management profitability obtained.

In spite of the touted impact efficient participatory communication empowerment management may have on business survival, product management and growth, not much has done in the area of the provision of empirical evidence in support of the claims of participatory communication capital management on profitability performance of organizations.

PRODUCT MANAGEMENT BY PARTICIPATORY COMMUNICATION EMPOWERMENT

Employees are one of the most valuable resources and organizations have to remain competitive. Modern

organizations might achieve this by using organic Human empowerment and development participatory communication empowerment that promote the development of a human capital pool possessing a broad range of skills and that are able to engage in a wide variety of behavior.

One way of considering how workers relationships create value is within the framework of Porter's value chain. In according with Porter organizational activities categories to support and main as Table 1, we know that organizational goal attachment is depending on all of them.

Table 1: Strengthening of Organization Activities

Organizational Ssupport Activities	Infra Structure (IF)				
	Human Empowerment and Development (HED)				
	Technology Development (TD)				
	Organizational Resources Procurement (ORP)				
Organizational primary activities	Input activities	Process activities	Output activities	Marketing activities	Services activities
Ref: (Fegghi Farahm and, 2004; Schmitz & et al, 2004)					

The chain of activities gives the products more added value than the sum of added values of all activities. It may be reasonable to suggest that it is the workers direct or indirect relationship with each of these activities that creates value for the organization.

Participatory communication empowerment as organizational ssupport activities, organizations tend to be highly decentralized and use informal means of coordination and control. The reasons have to do with human bounded rationality. Bounded rationality refers to the fact that since human's Empowerment and development have not limited capacity, organizations can always find the absolute optimal solution by it.

Adjusting to an international assignment can provoke feelings of helplessness in unprepared manager, who may have difficulty sorting out appropriate from inappropriate behavior. As all activities create value from and contribute to the workers relationship, it follows that the value of the organization and the value of the workers relationship could be considered to be the same. Expatriate managers are removed from the comfortable environment of their parental culture and placed in a less familiar culture.

The value chain is often criticized as a dated framework that is only applicable to manufacturing industries and considers marketing in a silo rather than encompassing the whole enterprise.

A management style that works at home may fail to produce the desired response abroad, or it may be even counterproductive. Workers relationships appear to be similar; there are enough subtle differences to discount using brand value as a substitute for the value of a workers relationship.

In contrast, there are operation drivers that cannot be attributed to the brand but can have a significant influence on the workers relationship with a organization. For example, inertia is considered to be the single biggest driver of workers retention in the banking industry; clearly, this is not attributable to brand and therefore could be considered as part of the workers relationship value. Many organizations are becoming aware of the need to provide continued hands-on training rather than just pre-departure awareness training. In contrast to pre-departure training, post-arrival training gives global managers a chance to evaluate their stressors after they have encountered them. Documentary and interpersonal training methods have additive benefits in preparing managers for intercultural work assignments.

PRODUCT MANAGEMENT BY PARTICIPATORY COMMUNICATION EMPOWERMENT SYSTEM

Compensation is the linkage between reward and employee satisfaction. Reward systems are concerned with two major issues: performance and rewards. Performance includes defining and evaluating performance and providing employees with feedback. Rewards include bonus, salary increases, promotions, stock awards, and perquisites.

Participatory communication empowerment practices in general and compensations systems in particular have shown to be highly related to organizational performance. International organizations have considerable discretion in the design of pay policies and the choices made have consequences for organizational performance.

Overall, from the point of view of performance measurement and strategic planning, the value and definition of a organizational relationship with its workers may not be particularly relevant. It is more practical and beneficial to determine the value generated per workers from the assets employed in the organization to measure performance and plan for the future.

Organizations that are similar in terms of types of employees and jobs, product market, size, and so on may choose compensation system designs that differ in their effectiveness for attaining similar goals. Performance appraisal is defined as the process of identifying, evaluating and developing the work performance of the employee in the organization so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance. The terms performance assessment, performance evaluation and performance management are also used to describe the process.

PRODUCT MANAGEMENT BY PARTICIPATORY COMMUNICATION EMPOWERMENT STRATEGY

The concept of participatory communication empowerment discussed above for strategic purposes is very different from the accepted definitions applied by those involved in carrying out technical valuations for financial reporting. Product management appraisal as perhaps the most central participatory communication empowerment function is required to justify a wide range of decisions such as selection, compensation, promotions and training.

Fewer employees work under individual incentive plans while greater numbers of individuals work under some type of group incentive system.

A substantial body of evidence has focused on the impact of incentive compensation and performance management systems on group performance. For financial reporting, an intangible asset should be recognized as an asset apart from goodwill if it arises from contractual or other legal rights. Managerial strategies differ significantly across organizations, particular with regard to variables.

Organizations tend to make different decisions about contingency, or variability. In general organizations implement incentive compensation systems that provide rewards to employees for meeting specific goals. An intangible asset may also be recognized only if it is separable, that it is capable of being sold, transferred, licensed, rented or exchanged.

Effective performance feedback is timely, specific, behavioral in nature, and presented by a credible source. Performance feedback is effective in changing employee work behavior and enhances employee job satisfaction and

performance.

Participatory communication empowerment feedback is essential in gaining the maximum benefits from goal setting. Without feedback, employees are unable to make adjustments in job performance or receive positive reinforcement for effective job behavior.

The common approaches for valuing intangible assets, including workers-related intangibles, are as follows. Each method is based on strong, rational theory and yet, in practice, each method may produce starkly different values:

- Participatory communication empowerment effective approach; the historic cost is distorted by the time value of money and involvement of the competitive environment. How much did it cost to create the asset or how much it would cost to replace it? Estimating value under the historic cost approach is simply a case of summing all capital invested in creating the asset in question. In the case of a workers base, the historic cost could be considered as equivalent to the total amount of marketing investment expended.
- Participatory communication empowerment approach; the amount paid for the asset or similar assets. In a new product or service market with relatively few competitors, economic theory suggests that workers acquisition costs should be relatively low before gradually increasing as the market for new workers becomes more competitive, forcing companies to capture market share from rivals in order to realize growth.
- Participatory communication empowerment for product management approach; the present value of future cash flows, that is, how much income the asset will generate throughout its useful life, accounting for the time value of money and associated risk.

At all hierarchical levels and across all departments in a modern organization effective participatory communication empowerment means managing the above activities successfully in an international context.

The product management of organization by participatory communication empowerment management is essential to a participatory communication manager job. The strategic areas and unit's level: where decisions are made by the general manager of the official organization unit and the other top organization leaders, and measures undertaken concerning the entire particular official organization and especially the future competitiveness of the organization and management of the whole organization system are addressed. Very often in corporations there are different official organization areas that may be at different development stages. Valuing participatory communication empowerment based on historic cost demonstrates the effectiveness of the marketing team rather than providing a robust indication of workers value. For example, one major hospital defines its participatory communication empowerment systems as the marketing databases and campaign management and considers distribution methods to be a separated systems investment area. Regardless of the basis for calculating costs, it is usually true to say that; the cost of something rarely reflects its worth

CONCLUSIONS

In a mature market it is likely to cost considerably more to replace the workers base than it cost to develop originally. For this reason, the replacement cost of the asset may be deemed to be a more reasonable proxy for value. Estimating the costs required to replace an intangible asset, however, would be an extremely subjective exercise and would hinge on the estimated effectiveness of the marketing activities.

A significant finding from this study and own experience is that many issues remain unrecognized for far too long

after they are first identified. Valuing intangible assets, in particular workers-related intangibles, is clearly not a straightforward exercise. Each valuation method prescribed by accountants has different strengths, weaknesses and complexities and yet none are able to provide an indisputably accurate and reliable value. Although these values are not as robust as we would hope, it is certainly better to attempt to attribute value to intangible assets than classifying everything as goodwill.

Many of organizations have sustained their product management of organization by participatory communication empowerment management systems focus over time, although these investments may or may not considered part of a long-term product management of organization by participatory communication empowerment strategy.

The principal weakness of the multiple excess earnings approach is that it is complicated to carry out. Furthermore, correctly identifying all the value drivers operating functions and intangible assets employed and calculating their respective functional returns and present values is open to distortion and inaccuracy due to the sensitivity of the valuation to key assumptions and source data.

In the case of an acquisition, the excess returns will also include the value of any synergies resulting from the organization combination. The key issue is whether the firm wants to make use of these relationships in the way it manages customers or not, and whether a given customer wants to be an actively managed relationship with the service provider, or not.

Organizations compete with the quality level of their operations. An organization, which can not manage operations competition, will have problems surviving. In order to be able to do this successfully, the organization has to view its business and its customer relationships from a service existence.

Different organizations have different priorities and varying amounts of funding to invest in participatory communication empowerment. Many of these organizations have sustained their participatory communication empowerment systems focus over time, although these investments may or may not considered part of a long-term participatory communication empowerment strategy. For example, one major international bank defines its participatory communication empowerment systems as the marketing databases and campaign management and considers distribution channels to be a separated systems investment area. Managers have too many successful measures, and a simplified set with fewer yet more important metrics would lead to superior successful. Successful management systems are hindered by too many low-level measures.

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