

TASK PERFORMANCE

STMicroelectronics

STMicroelectronics is one of the world's largest semiconductor companies around the globe. Offering one of the industry's broadest product portfolios, STMicroelectronics serves customers across the spectrum of electronics applications with innovative semiconductor solutions by leveraging its vast array of technologies, design expertise, and combination of intellectual property portfolio, strategic partnerships, and manufacturing strength. The company focuses its product strategy on sense and power technologies, automotive products, and embedded-processing solutions. The sense and power segment encompasses sensors, power discrete, and advanced analog products. The automotive portfolio covers all key application areas from powertrain and safety to car body and infotainment. The embedded-processing solutions include microcontrollers, digital consumer and imaging products, and application processors. The products of the company are found everywhere. Indeed, microelectronics make a positive and innovative contribution to people's lives.

The company's world-class products and technologies serve to deliver compelling multimedia experiences to consumers anytime, anywhere – in the home, in the car, and on the go. In addition, the company also aims to increase energy efficiency along the energy chain, from power generation to distribution and consumption. They provide all aspects of data security and protection by enabling various types of applications that cater to their local and international market.

From its inception, STMicroelectronics established a strong culture of partnership and through the years has created a worldwide network of strategic alliances with key customers, suppliers, competitors, leading universities, and research institutes around the world. Despite its strong partnership with different organizations, STMicroelectronics is not exempted from organizational problems that even major companies experience in one way or another. Most of the employees complain about the leadership style of the top management; all the employees can agree that the management is directive and dictatorial. Leaders, particularly the supervisors, are not open to suggestions that will help improve the operations of the business. They only provide orders and expect that the factory workers will comply obediently to their commands. This issue has resulted to a major protest on the side of the workers. The workers were able to establish a personal resistance to the change initiatives that are being imposed by the management resulting to decline in production and overall efficiency towards product quality of the company. In addition, the management has been blindsighted by the artificial growth of their organization that they have failed to consider the feedback of their external and internal stakeholders. As soon as the problem was brought to the attention of the management, the board of the company organized a brainstorming activity among their members. The management decides to make the employees involved in the decision-making since they are the ones who are directly exposed in the different processes of the organization. The management also plans to establish a more conducive work environment that promotes employee involvement and empowerment after soliciting insights for improvement from their internal and external stakeholders.

Follow the suggested outline below in answering the case study:

- I. Background
 - a. It must include a brief summary of the organizational issue.

II. Statement of the Problem

- What type of leadership style should STMicroelectronics employ in order to abolish the resistance of the employees to the change initiatives of the company? (Refer to **Page 1** of **06 Handout 1.**)
- What type of total quality tool/continuous improvement method should STMicroelectronics use in order to gain insights from their internal and external stakeholders? (Refer to **Pages 1-14** of **09 Handout 1.**)
- How can ISO 9000 contribute in the overall improvement of STMicroelectronics' organizational performance? (Refer to **Page 1** of **11 Handout 1.**)

III. Areas of Consideration

- It must include details and facts from the case that contribute to the organizational problem of the company.

IV. Alternative Courses of Action

- It must contain at least (2) two courses of action for every point stated in the statement of the problem. It must also present the advantages and disadvantages of each course of action in resolving the organizational problem.

V. Recommendation

- It must present the best course of action among the presented alternatives in resolving each organizational problem.

VI. Management Lessons Learned

- It must discuss the takeaways from the case and the relevant things that the company should do or not do in order to avoid the given organizational problems.

Rubric for grading:

CRITERIA	PERFORMANCE INDICATORS	POINTS	SCORE
Executive Summary	Wrote a concise summary of the case, the areas of consideration presented, and the alternatives proposed for the case.	20	
Organization of Ideas	Adhered to the correct outline and content was organized in a clear and logical manner	20	
Analysis	Provided all necessary research and analysis in support of the statement of the problem	30	
Recommendation	Proposed a well-thought and well-researched solution to the case study	30	
TOTAL		100	

Reference:

Oakland, J. (2014). *Total quality management and operational excellence*. New York: Routledge.