

## Providing Excellence Management Model Based on Human Capital Approach

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### Abstract

The present study is conducted to provide excellence management model based on human capital approach. It is practical regarding goals, qualitative regarding data and survey (Delphi) regarding the study type. The statistical population of present study is thirty experts and elites in the field of management based on management and human resources approach through the census sampling method who comment regarding 4 aspects, 12 factors and 216 indicators taken from the national and international studies. The results indicated the aspects, factors and indicators of excellence management model gained through Delphi model (with three forwarding) and brainstorming among thirty elites of this scope (focus rings) are confirmed. The results showed model composed of 4 aspects of importance, data, process, output and feedback and also 12 factors of management structure, human resources, optimal change, education, improvement, productivity, professional development of stakeholders, performance evaluation, benefit of staffs, political and stakeholder have been saturated. Also the factor of excellence management model with human capital approach has been confirmed in manufacturing organizations.

**Key words:** Model, Excellence Management, Human Resources, Data, Process, Output, Feedback

### Introduction

The accelerated process of economic, social and technological developments in national or international level led to cause instability in the organizations and this issue along with the incapability of the organizations in consistent with this changes led to many of the large global organization to the risk of destruction. In this regard, the most important current managerial challenge in the organizations led to the stability of the organizations and then symmetric movement to improvement. The remarkable point in present article is the mutual impact of sustainable stability and organizational excellence. In other words, gaining the organizational excellence requires movement to excellence and improvement and also gaining the organizational excellence could lead to the organizational stability and survival. Therefore, movement in the path of excellence for the current organizations seems to be an inevitable requirement and necessity. (Pooraghaee and Ibrahimi Jamarani 2013)

What is the necessity to move in the path of excellence? Movement in excellence path requires the positive change in all organizational aspects. Such a change requires the organizational responsibility and creativity and innovation promotion. Clearly, axis of all the above mentioned categories is the human beings, so the organizational human would be the main element of organizational stability and excellence by owning the mentioned features; such a human in spite of having academic knowledge and skill and also creativity would own the sufficient accountability

and motivation. There were many models and methods regarding the hardware aspect determine the framework and the guidance of organizational movement to improvement and excellence. Such models gained through the repeatedly science and experience in different organizations by planning some of the basic principles and values and then forcing the organizations to the balanced movement and improvement in the main and key factors of the organization determined the path of improvement and led the organizations to have better performance, growth and development (Salmani Ghahyazi 2010).

Nowadays, the organizations own the considerable progress in the quantitative aspect of excellence by the human resources approach in parallel with the quantitative growth of the international organizations, but no considerable progress could be felt in the qualitative aspect due to lack of excellent managerial model with the human resources capital approach and the researcher are to explain a proper excellent model based on the human resources capital for the manufacturing organizations. Model means shape, draft, sketch or diagram to show the phenomenon known as a standard example. Sometimes model is used as a part which shows the total quality or figure and some consider it as a draft or diagram shows the typical way of an action, behavior or a conceptual structure. In this regard, in a scientific study, the results of an experiment would be in a specific form collected case of circumstances, but they should have a specific model, as they aren't expressive. The model basis or proper research model is one which could provide the answer to the research questions by the use of logical basis and discover the relation of different results, in fact in case of causing specific model between the gained results from the hierarchy testing, it should be justified clearly to determine the harmony of these results to the theories and the hypotheses of the research. (Khurshidi, 2013)

Roshe(2014) believes appealing to the models in all sciences is a necessity, as most of the philosophers, scientists and researchers focused on the social life of the human beings appealed to the similarities or some of the images to introduce the society, since the social reality is the complex, multiple and volatile issue so the mind of human would be incapable to a complete understanding of this fact, in general and dynamism.

Therefore the comparison should be done between the complex society with simple and known objects and creatures in case of being able to talk about this complex reality and analyze it to the components called model (Tavasooli, 2013)

The sociologists also work with thought models and mental creations, not the field or the reality. For example the social reality couldn't be found, measured, defined or considered like the social classification in the society, but the model of social classification could be made in a specific society based on the higher type of the class in the Marxian sense and enter the real phenomena of the considering society in the idea of the class and attempt to recognize the function (Mendars, 2010)

Hooman (2010) in a study showed the science is not collection of absolute observations and realities, so the researcher should always follow a system or model to always cause a logical link by the use of adjusted evidence and it needs a model. He believes having a model in any manufacturing process could lead to the synchronization of current and optimal status in the organization. In other words, the process of organizations which follows a model is always in consistent with the optimal trends and also upgraded.

According to Strauss, a model should have three major features:

1) Shows the creation of system profile composing of different elements which change in any of these elements could cause change the others

2) Any of the assumed patterns should be able to change leads to a group of such models. In this regard the above features could predict to know the reaction of model against the changes of the model elements

3) The model should be made somehow to make all observable phenomena understandable. On the other hand, defining the models should be comprehensive and clear to do math operations on; it shouldn't be complex too.

Khurshidi and Zolfaghari 2012 in a study showed the existence of model could lead to:

1. The proper adjustment of the activities
2. Strengthening the insight of the managers and staffs to manage and lead the organizations
3. Providing the executive insights and act for the managers and employees
4. Presenting a theoretical framework for managing the organization and limit the similarities and differences in the organizations for the managers
5. Showing the managers the different methods to manage the organizations and also provide their domination path on the processes of the organization
6. Recognizing the behavior of the individuals and their actions in the organizations
7. The scientific recommendations regarding the specialty method of organizational objectives

Even though using models in the organizations could make the managers stereotyped and one-dimensional and also offer them the limited and specified lens, but what is necessary in using the models and theories in the current organizations would be the attention to global thinking and acting phenomena. The necessity of survival in the field of accelerating changes would be the use of modern models in excellence dimension in the organization. Of course according to their society value system, it could lead to the efficiency of the organizations. In present study, all excellence models have been observed and then passed by considering the focus rings through the value, cultural, economic, and social system filters and a local model presented for the manufacturing organizations through the human resources approach. According to what is mentioned, the main goal of present study is responding to the following questions:

What is the most suitable excellence management model based on the human resources capital in the manufacturing organizations from the perspective of the elites in this field?

What are the perspectives and indicators of this model from the perspectives of the elites?

### **Literature review**

There are different theories regarding the models of excellence management mention in the following.

EFQM (European Foundation Quality Management) theory is a systematic framework for evaluating the performance of the organizations in both processes and results of these processes. The gained achievements through the assessment of this model are the strong points of the organization and improvable fields which to achieve the improvements a list of prioritized plans has been presented. According to (TQM) Total Quality Management lessons , paying attention to octal values and fundamental concepts as described below is necessary for success and continuous improvement of organizations (Excellence model EFQM, 2014)

- Consequentialism
- Customer orientation
- Leadership and stability in purposes.
- management based on processes and realities

- development and cooperation of staffs
- Learning, innovation and continuous improvement
- Development of trade cooperation
- Social responsibilities of organization

Above octal values and concepts would form the main basis of the planning and system establishment and to recognize the operational status of the organizations some of the criteria should be used which are closely anchored to the mentioned concepts; ones which could measure the fulfillment rate of eight basic concepts and the success of the organization in achieving results. Values and fundamental concepts of excellence, which would be described below, could be regardless of the type of activity and size of organizations and support organizational excellence model (excellence model EFQM, 2014). There are different models regarding the excellence management as following:

Kaplan and Norton (1993) designed a model titled Balanced Scorecard. They believe the balanced scorecard generally utilize proper performance criteria to find, adopt and finally strategic reform of business. In spite of conventional financial perspectives, the mentioned cards could enable the managers to modulate customer perspective, operations, organizational innovation and organizational learning ability. The balanced scorecard could enable the understanding of the financial results through the nonfinancial measures that led to the long-term success:

- What cases are important for our stakeholders?
- What is the opinion of the customers towards us?
- Which of the internal processes could generate value?
- Are we enough creative and ready for the future?

The criteria related to balanced scorecard depend on the nature of company. For each perspective, an incomplete list of examples could be cited.

The financial perspective, customer perspective, internal process perspective and learning and growth perspective

This model had no new idea regarding the measurement of non-financial criteria, but Kaplan & Norton could gain creditability by introducing the balanced impact of these criteria (management key models 2008)

Kaplan and Cooper (1998) designed a model titled Activity-based costing (ABC). They believed in accounting traditional models, the cost of the indirect costs (overhead) would be allocated based on the product size, so the cost of the massive products would be assessed more than the real amount, while the cost of compact products assessed inconsiderable. In contrast to the traditional accounting methods, the cost of the products based on activity-based costing model and the actual cost of products, the customers and services would be assessed based on the overhead costs and expenses, not the volume of the products. One of the basic assumptions in activity-based costing points to the fact that products or customers won't be considered by itself or accidental, but their activities, presented services or created costs would be considered. As the variety of the products requires different activities and also different sources, so allocating costs should be done in this regard (Management Key Models, 2008)

A company to ensure its long-term success should have a set of products with high growth cash inputs coverage and also a set of low growth products which makes a type of cash surplus. This concept is an assumption which presented by presenting famous BCG matrix by the Boston Consulting Group. It could help to discriminate products among a set of products. The basis of this hypothesis is based on the fact that individuals are more desired to invest in which with high economic growth with benefit. According to assessment of the products in two dimensions of

market share and market growth, four separate areas would be created in set of products such as: Stars, cows, question marks (or wild cats) and dogs (Management Key Models, 2008).

Berenschot (1998) believed his project management model could recognize some of the aspects which should be considered at the time of implementing the projects which could be done through the simplification of what described as inherently complex projects.

Four observable fields in this field are as follows:

- Life cycle: points to All life stages of a project, from definition to implementation and evaluation of results and attention to good performance
- hierarchy of project: even the simplest projects also include several sub-projects
- Understanding the reciprocal relationship between various sub-projects could be valuable in determining mutual dependencies and subsequently determining priorities
- The basis of the project: responding to some of the questions before launching a project could enhance the certainty regarding the fact that goals could be gained in a specified time and cost
- Lifecycle Management: four continuous steps for continuous learning and improvement are: plan, implementation, review, practice

Having different planned and implemented activities which the results always assess with the main plan could implement any improvement or change in the case of necessity.

The third initial sections of this model seems necessary to determine and implement a project while the last step of the management cycle is so important due to certainty about the proper implementation of the entire project (management key models 2008). Knowledge would be considered as the key concept in developing the learning organizations. Most of the organizations are desired to focus on knowledge increasingly.

Sprenger and Have (1996) believed knowledge successful management needs four learning abilities to manage the knowledge in an organization:

- Absorbing knowledge from outside (the organization)
- Absorbing knowledge from the inside (the organization)
- Producing knowledge inside (the organization)
- Utilization of knowledge in products and services

According to Sprenger and Have, in spite of knowledge role, combining these four learning abilities including absorption, distribution, production and operation could cause great competitive status. In fact, there is a considerable difference between two approaches of specification and eligibility to create learning organizations. The specification approach could create new structure and systems for learning. It could lead to degeneration of these behaviors which is against the principles and practice of learning organizations, but eligibility approach for the learning of the organizations would have more stability (Management Key Models, 2008).

Just in Time model (JIT) originated from in a philosophy of a Japanese production organization. It considers inventory as an undesirable issue and poor excuse for poor planning, worn and damaged machinery lack of flexibility, quality defects etc. in other words, inventory shows inefficiency in the organization. The aim of this model is accelerating responsiveness to the customers while inventory is minimal, however the inventory could accelerate responsiveness time due to out of stock features, but the cost of such inventory is always soaring. Also when the inventory is inconsiderable, the transparency of production and distribution process would be increased, especially in the cases which the specification of products is changing fast and also the complexity and cost of each unit is also high, JIT could be more effective and more efficient.

Maybe to gain a wider vision regarding the effectiveness of a company the framework of McKenzie seven S formed. The managers in spite of surrounding thought and necessary conditions for implementing the strategy should though about the considering strategy and way of performance interacting with each other widely.

In this regard, the seven S includes the following items: Shared value, Strategy, Structure, System, Skill, Staff and Style. Elements with 7 organizational dimensions could be divided in to the hard and soft elements. . Emphasizing the importance of soft elements is in facing the weaknesses. The hard elements (touchable) include strategy, structure and systems.

*Strategy:* points to the organization goals and conscious selections in order to achieve them such as: Market leadership, concrete commodity and optimal allocation of resources.

*Structure:* points to the organizational structure hierarchy and coordination between them and also division and integration of tasks and activities.

*Systems:* includes the main and subsidiary processes required for the organizations to do the plans and activities such as production systems, supply planning, order confirmation processes etc.

The soft elements include shared values, style, staffs and skills

*Shared values:* Is the main reason for the existence of the company including radical beliefs and expectations people have of their company.

*Style:* points to the unwritten rules and tangible evidence regarding the fact that how managers spend their time and determine priorities. The symbolic behavior and the way that leaders communicate with their subordinates also refer to the style of organization.

*Staffs:* refers to the collection of people who are active together in an organization.

*Skills:* refers to the organizational features independent of the people and it is always defined wrongly. Pascal 1996 who involved in the expansion of seven S frameworks asserted that Skill is considered as soft and hard elements. He considered it as the separate capabilities which could discriminate a company (management key models 2008)

### **Methodology**

The present study is practical regarding goals, qualitative regarding data and survey (Delphi) regarding the study type. The statistical population of present study is thirty experts and elites in the field of management based on management and human resources approach through the census sampling method who comment regarding 4 aspects, 12 factors and 216 indices taken from the national and international studies. In fact the researchers of this deep study added up national and global models of excellence management in the form of a structured interview form, perspectives, elements and indicators of mentioned models and have been validated by the help of Delphi method and brainstorming though 30 elites of this field.

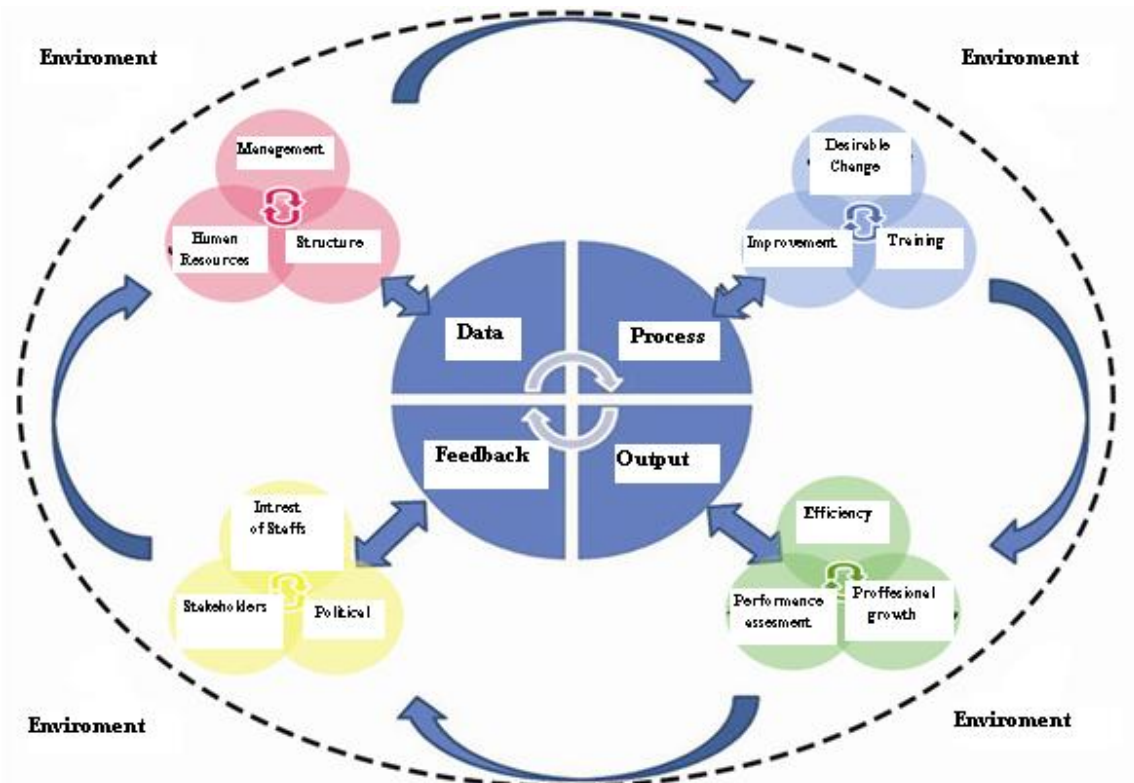
### **Results**

Totally, the results of present study gained through the qualitative analysis of following stages:

First, the researchers deeply studied all excellence management models such as national and global studies(deep study). Then, the researchers observed perspectives, elements and indicators of studied models and set them in an organized interview form based on value, cultural, social and economic system. In the next procedure, organized interview form was sent by the researchers through Delphi technique(3 Times sent to a specialist). Finally, elites reached the relative saturation, by the help of brain storming perspectives, elements, indicators and their priorities and finally excellence management model based on human resource approach has been explained by 30 mentioned elites.

### Conclusion

The first result of the researchers is that: the most important model of excellence management based on human resources approach would be shown as the following figure:



**Figure 1. Proper model of excellence management based on human resources approach in the manufacturing organizations**

- A. From the perspective of the elites, the second result of study indicates the mentioned model includes 4 perspectives: data, process, output and feedback perspectives.
- B. The third result of study indicates a model including 12 elements as follows:
- C. Data perspective, respectively including elements such as management, structure and human resources
- D. Process perspective, respectively including elements such as The optimal change, training and development
- E. Output perspective, respectively including elements such as efficiency, professional growth of stakeholders and performance assessment
- F. Feedback perspective, respectively including elements such as the interest of the staffs, political interest and interest of stakeholders
- G. The fourth result of the current study indicates the priority of each element regarding the indicators respectively.
- H. Management element: the rate of the organization support by the managers in hiring suitable labor force in cement industry; the rate of the organization support by the managers based on the pathological element of the staffs in cement industry to match type of work and selection of labor force; the rate of manager`s capability in creating the collective knowledge and its impact on productivity; the rate of measure to change human resources to the human capitals and its

impact on efficiency ; the rate of leading talents in staffs and its impact on efficiency ; the rate of supporting model role of managers in staffs and its impact on efficiency; the rate of supporting the logical thought of staffs and its impact on production; the rate of understanding the individual differences in staffs and its impact on production.

- I. Structure element: the rate of adherence to the moral principles and values in the organization on the efficiency of the organization ; the impact rate to create an organizational unit culture on production; the rate of using labor standards in the organization and its impact on health and safety; the rate of developing the culture of participation and its impact on the rate of production ; the rate of developing psychological ownership in organization and its impact on the rate of production; the rate of emphasize on the analysis of local, national and global issues process impacting the organization and its impact on the production; determining a specified strategy in cement industry and its impact on competitiveness and production potential; the management rate in technology document organization and related requirements and impacts on efficiency; the rate of measures to delete Mudar(the activities which cause fruitless and effect less cost)and its impact on production; the measure rate to integrate parallel tasks and its impact on production; the rate of attention to create necessary activities for the organization and its impact on production; the rate of identifying talents in staffs and its impact on efficiency; the rate of attracting talents in staffs and its impact on efficiency, the rate of importance to the professional ethics of staffs and its impact on production; the rate of recognizing governing philosophy on the organization and its impact on efficiency; the rate of emphasize on recognizing futurology and its impact on efficiency, the rate of recognizing politics, policies, procedures and practices in the organization and its impact on efficiency, the rate of emphasize on unflinching on track.
- J. Human resources elements: the rate of clear imagination among the staffs to prioritize short middle and long term goals in the organization and its impact on production; the rate of attention and emphasize on understanding of staffs from role; duties and responsibilities and the related impact on production; the rate of attention to intellectual agility among the staffs and its impact on efficiency; the rate of attention to problem solving potential among the staffs and its impact on production; the rate of interaction among the perspectives of staffs intelligence and its impact on production; the rate of friendship type and express among the staffs and its impact on production; the rate of improving listening potential among the staffs and its impact on production; the rate of improving the expression of positive emotions among the staffs and its impact on production; the rate of improving the feeling of security among the staffs and its impact on production; the rate of improving optimism among the staffs and its impact on efficiency; the rate of improving chivalry among the staffs and its impact on production; the rate of improving politeness among the staffs and its impact on production; the rate of improving work ethic among the staffs and its impact on the rate of empowerment and individual efficiency of the staffs and its impact on production; the rate of improving the organizational data among the staffs and its impact on production; the arte of improving organizational loyalty among the staffs and its impact on production; the rate of improving civil behaviors among the staffs and its impact on production; the rate of attention to amplify creative thinking and its impact on production; the rate of proper recognition of key competencies of human resources and its impact on efficiency.
- K. The optimal change element: the rate of improving the organization by the managers based on the synergistic approach in reducing the duration of annual repairs in the cement industry; the rate of improving organization by the managers by improving the participation culture through recognition and managing the behavioral conflict among the cement industry staffs; the rate of creating equal opportunities for the human resources in the organization to grow and develop;



the rate of implementing process management and its impact on production; the rate of attention to organizational conflict and its impact on production; the rate of attention to the process activities of the competitors and its impact on sale; the rate of attention to create a dynamic and changeable atmosphere in the organization and its impact on production; the rate of attention to amplify and guide staffs and its impact on production; the rate of recognizing the organizational threats and its impact on efficiency.

- L. Training element: the rate of proper understanding of the organizational mission by the staffs; continually updating training and skills needed in the cement industry and its impact on production; the training rate of facilitating and coaching skills in the organization and its impact on production; the rate of attention to the empowerment of staffs and its impact on production; the rate of necessary flexibility in facing the environmental changes and its impact on production; the rate of improving the organizational believe among the staffs and its impact on production; the rate of attention to the mental health of environment and staffs and its impact on production; the rate of improving organization by the managers through Continuous training and updating on the basis of needs assessments among the cement industry staffs; the rate of improving the organization through training and continuous monitoring of health among the cement industry staffs and continuous observation of plan effectiveness rate
- M. Improvement element: the rate of encouraging the human resources through the recognition of labor`s free time and use flexible working hours system for the labors in cement industry; the rate of impacting the parallelism of the organization strategy with the structure of the organization ; the rate of executing development process on the continuous improvement of organizational strategy; the rate of supporting the staffs in fulfilling the organizational goals and its impact on the rate of production; the rate of attention to the regular methods of process improvement and its impact on production; the rate of attention to succession for the staffs and its impact on their satisfaction ;the rate of attention and emphasize on repairing and maintenance of equipment, materials and buildings and its impact on sale; the rate of capability in changing data to information among the staffs and its impact on efficiency; the rate of capability to change data to knowledge among the staffs and its impact on efficiency; the rate of capability to change data and sharing them among the staffs and its impact on efficiency; the rate of utilizing a framework of key processes in line with the organizational strategy and its impact on efficiency; the rate of assessing the results of processes through the customers and its impact on sale; the rate of developing processes in line with the potential and actual needs of customers and its impact on sale.
- N. Efficiency element: the rate of affecting the behavior of the managers on staffs and also on the rate of production; the rate of proper usage of internal and external available resources and its impact on the fulfillment of organizational goals; the rate of developing knowledge and the capability of managers and its impact on efficiency; the rate of creating opportunities to connect the managers and staffs and its impact on production; the rate of using knowledge audit for the staffs and its impact on production; the rate of developing team work and its impact on production; the rate of fulfilling the idea change to the reality and its impact on efficiency ; the rate of recognizing and determining educational performance and its impact on efficiency; the rate of creating self-correction culture among the staffs and its impact on efficiency; the rate of improving trust building among the staffs and its impact on production; the rate of sharing staffs in whole path of organization and its impact on production
- O. Professional development of stakeholders element: the rate of improving organization and promoting efficiency based on cooperation in benefits of factory approach through decreasing the cost of cement; the rate of systematic attention and effectiveness in organization and its

impact on production; the rate of attention to IT and its usage in the organization and its impact on efficiency; the existence of absorption, development and human resources maintenance strategy and its impact on the efficiency of the staffs; the rate of motivating staffs to share knowledge, develop it and its impact on production; the rate of recognizing the opportunities of organization and its impact on efficiency; the rate of recognizing the organizational strong points and its impact on efficiency; the rate of recognizing the weaknesses of the organization and its impact on efficiency; the rate of succession among the staffs and its impact on efficiency; the rate of improving meritocracy among the staffs and its impact on production; the importance rate to improve life skills among the staffs and its impact on production; the rate of enriching job among the staffs and its impact on production; the rate of recognizing and utilizing land use planning and its impact on efficiency (Setting the construction of factories with the physical environment, the importance rate of plan (editing the planning system) and its impact on efficiency; the rate of system continuous reform and its impact on efficiency; the rate of recognizing the organizational opportunities and its impact on efficiency; the rate of recognizing the strong points of organization and its impact on efficiency; the rate of recognizing the weaknesses of the organization and its impact on efficiency; the rate of attention to the professional growth of staffs and its impact on the satisfaction of staffs, the rate of attention and emphasize on the professional growth of staffs and its impact on production

- P. The performance assessment element: follow up the rate of future performance improvement and stable benefits for the staffs in cement industry; the rate of increasing competences and skills of the staffs in reaching the strategic goals; the rate of paralleling the individual and group goals and its impact on production; the understanding of staffs towards the organization continually by the leaders and its impact on production; the rate of intellectual stimulation among the staffs (creating creativity among the staffs to do mastermind and new ideas) and its impact on efficiency; the rate of improving inspirational motivation among the staffs (creating the belief that problems would be solved by the staffs) and its impact on efficiency; the rate of emphasizing on the collective interest among the staffs and its impact on efficiency; the rate of improving self confidence among the staffs and its impact on efficiency; the rate of improving problem seeking among the staffs and its impact on production; the rate of fulfilling functional profile for the organization and its impact on production; the rate of assessing continuous performance of staffs in the organization and its impact on production; the rate of recognizing and determining educational performance indicators and its impact on production; the rate of recognizing and determining research performance indicators and its impact on production; the rate of recognizing and determining economic performance indicators and its impact on production; the rate of recognizing and determining laboratory and equipment indicators and its impact on production; the rate of recognizing and determining technology performance indicators and its impact on efficiency; the rate of improving and motivating the performance results of growing trend and its impact on production; the rate of observing the operational results of measurements and required reforms and its impact on production; the rate of measuring and assessing the operational results regularly and its impact on efficiency; the rate of intellectual stimulation among the staffs (creating innovation among the staffs to do new idea) and its impact on efficiency; the rate of improving inspirational motivation among the staffs (creating the belief that problems would be solved by the staffs) and its impact on efficiency.
- Q. The benefit of staffs element: the rate of improving organization through the recognition and removal of dissatisfaction factors of staffs based on family welfare issues approach; the rate of improving the organization through the managers based on attention to the safety of cement industry labors to adapt type of work and selection of labors; the rate of improving the

organization through the managers based on reform view of cement industry labor to adapt type of work and selection of labor; the rate of improving organization by the managers according to the recognition and transmission of operational experiences for continuous improvement in cement factories; the rate of improving organization by the managers by the use of suggestion box and encouraging the staffs in cement industry; the rate of creating social acceptability of the organization and managers to attract customers; the rate of manager`s attention towards the organizational internal issues and its impact on production; the rate of recognizing and understanding required key results to gain the organizational missions and its impact on efficiency; the rate of attention and emphasize to the organizational improvement towards the changes and its impact on efficiency; the rate of emphasizing on modulation of intrinsic and extrinsic potentials and use them to fulfill the organizational goals; the rate of continuous relation with retired experts and its impact on production; the rate of job placement for the retired experts of the organization and its impact on production; the rate of attracting retired experts in the form of consultant and its impact on production.

- R. The political element: the rate of determining and reviewing unproductive goals and its impact on the efficiency of organization; the rate of drawing organizational goal on production performance; the rate of drawing defined and clear policy to fulfill the organizational goals and its impact on efficiency; the rate of attention to the similar and competitive organizations in setting goals and its impact on production and sale; the rate of flexibility and usage of systematic thought related to the companies and sources and its impact on efficiency; the rate of emphasize on the explanation of effective indicators and continuous review of them and its impact on standardization; the rate of drawing the view of organization on the production performance.
- S. Stakeholder`s element: the rate of using proper methods to predict and respond needs and expectations of the stakeholders and its impact on sale; the rate of clear responsiveness of managers on the performance of the organization and its impact on the satisfaction of stakeholders, the rate of attention to the encouragement of stakeholders in the organization in social activities and its impact on the social satisfaction; the rate of cooperation attraction and supporting stakeholders for the required changes and its impact on the competitive management; the rate of attention to understand needs and expectation of stakeholders and its impact on sale; the rate of attention to recognize the external environment and its impact on sale; the rate of aligning different shareholders and providers for the effective cooperation; the rate of creating the relation based on mutual respect towards the shareholders and its impact on the position of organizational competitiveness; the rate of preparation for the activity of shareholders in line with the strategies and values of the organization and its impact on the competitiveness potential; the rate of encouragement of shareholders in using potential, intrinsic and extrinsic opportunities and its impact on the competitiveness potential, the rate of emphasizing on value creation of customers and its impact on sale; the rate of reviewing the view of customers continuously and its impact on sale; the rate of attracting the positive and effective ideas of customers in producing the required cement ; the rate of loyalty of customers in the organization and its impact on sale; the rate of interacting with the customers in the organization and its impact on sale; the rate of belief on the fact that many of the problems in the organization could be solved by the customers and its impact on production ; the rate of creating trust among the customers of organization and its impact on sale; the rate of assessing the view of national society continually regarding the organization and its impact on the competitive market; the rate of assessing the view of local society continually regarding the organization and its impact on the competitive market.

- T. It is hoped that mentioned model is a common one usable for all manufacturing organizations, especially organizations seeking to transform human resources into human capital by the managers to determine the future movement like a compass and change them from the daily planning to plan. Also it is hoped the mentioned organization could assess their excellence status by the help of mentioned model and change from the current status to the optimal one since it is the duty of editing model.

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