**GENERAL DYNAMICS ORGANIZATIONAL DEVELOPMENT**

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**Background Information**

Headquartered in Falls Church, VA, General Dynamics Corporation was established in Delaware in 1952 and is a Fortune 100 company. For more than five decades, the company has been working with the United States government by supplying the Department of Defense with submarines, ships, and tanks. Initially, the company began as the suppliers of missiles, war machines, electronics, and rockets as required. However, with technological advancement, the company has expanded into a global market leader in the defense and aerospace sector. From 1999 to date, general Dynamics Corporation acquired Worldwide Telecommunication Systems, Electronic Systems, and Communication Systems. However, this advancement saw numerous agencies and governments rely on the company for safety and security because they can make submarines, communication systems, jets, and combat vehicles.

Moreover, the company takes more pride in their mission and vision statements, with their objectives. Generally, a vision statement designates what a company anticipates to develop in the future, while the mission statement defines who the firm essentially is. General Dynamic's vision statement is to remake the innovation bounds to improve their customers' mission. Their mission statement is to discern innovative methods to promptly provide a full continuum of mission-critical resolutions by affiliating with their clients, suppliers, communities, and teammates. Besides, their objective is to help clients accomplish their mission by dedication to their duty on the trail of the utmost reverence, trust, authenticity, teamwork, and ethical conduct. In other words, the organizational objectives of General Dynamics are to improve and train various soldiers to utilize ultra-modern communication systems in their operations effectively. These systems offer the United States military control and command commanders throughout civilian or/and combat unrest. The company provides all-level training on the communication system to ensure information systems and battle command network understanding.

**Number of employees**

Generally, General Dynamics is systematized into four significant groups; Marine Systems, Technologies, Aerospace, and Combat Systems. The company has a stable business ideal that provides every business unit the suppleness to remain agile and uphold a close understanding of customer needs (Campos, 2020). All business units are accountable for the accomplishment of their respective strategies and operative performance. The corporate leaders set up the general business strategy and capital allocation management. Therefore, this exceptional model maintains the company's focus on what counts- provision of promises to clients through constant growth, persistent improvement, and return on invested capital improvement, capital deployment discipline. However, as of February 2021, the company had over 100,000 full-time workers. Approximately 84,000 of these workers are in the United States, while 16,000 operate in over to states globally.

**Business and Market Position**

As stated above, General Dynamics is a globally diversified defense and aerospace company. Today, the company is a recognized market leader in its area of operations. In 2019, General Dynamics's revenue from military or combat vehicles added up to 4.6 USD, indicating the company's competitive power. The company provides an extensive range of products and services, starting from combat vehicles and Gulfstream business jets to communication systems and nuclear-powered submarines for the military (Lewis & Barnes, 2019). Globally, diverse agencies, governments, and people rely on their products as well as services for their security and safety. In short, the company provides aviation business training, weapon systems, combat vehicles, construction and design of shipbuilding, technologies, and information systems.

**The problems faced by the organization**

According to CRUŢAN (2018), being one of the predominant companies within its industry, General dynamics upholds its protuberant position within the competitive market by critically evaluating and appraising its daily operations to understand the problems that the company is facing. The analysis of these problems involves an extremely cooperative procedure and necessitates coordination between numerous company departments for instance-operations, finance, marketing, strategic planning, and information systems management. The company's weaknesses are the challenges or problems they face and the areas that they can work to recover by building its strategic positioning and competitive advantage within the operation market. However, one of the major problems that the company is facing includes a high rate of attrition in the workforce. Cohee (2019) states that in comparison to other firms within the industry, General dynamics records a greater attrition rate and has a lot of expenses on training and improvement of its employees than its competitors. Another problem is that the company faces limited achievement outer its central business. Considering its contemporary culture, General dynamics has faced fierce challenges in moving to different product segments even if it is one of its industry's predominant firms.

Additionally, the company has had recurring problems of high-day sales inventory because the period it takes for their products to be procured and sold is higher than the industry average, implying that the company shapes up on inventory accumulating redundant costs to the company. Another major problem is that the company largely operates on a rented property. Therefore, it must pay hefty amounts of money to continue its operations in these properties hence burdening its expenditure. As stated above, even though General Dynamics thrives at incorporating small businesses, it has its stake of failure to join companies with diverse work cultures, thus being another problem encountered by the company. The company faces recurring cash flow problems because of poor financial planning triggering certain conditions where there is not sufficient cash flow as need hence causing redundant and inadvertent borrowing (Lyons & Tarasovich, 2018).

There is a problem of diversification in General Dynamics's workforce. General Dynamics's staff is focused ordinarily on local workers and a small number of workers from another ethnic upbringing. The deficiency of diversification hinders employees from diverse racial upbringings to fine-tune at the place of work resulting in the loss of potential talents. The workload within the company is high per employee due to the inadequate number of workers compared to the definite work needed. However, this becomes a major problem for the company because it positions employees under pressure or physical and emotional strain, with most of them likely being less productive (Cohee 2019).

Moreover, owing to the growth of contemporary company politics and culture, employee morale has been negatively impacted, posing a great challenge to its everyday operations. The company is also facing competition, and most competent employees leaving the company for their competitors, which implies a scarcity of qualified personnel for the firm in the future. Another problem entails the decision-making process, which is exceptionally centralized where specific officials must approve the team's decisions. Consequently, this minimizes operations efficiency and innovation reduction because it is time-consuming. Finally, the company lacks a systematic performance appraisal. This becomes a major problem because employees are regularly not assessed for their performance leading to a lack of work morale and promotion opportunities for the workers.

References

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