

Situational analysis essay



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In the case study, Hank Kolb found himself within a strain of obvious problems.

These problems lead to a single outcome, poor quality assurance. The next needed step to be performed is categorizing those problems into groups. 1. Problems with Suppliers • Low quality supplies, this refers to the low quality plastic nozzle heads for the Greasex can.

2. Problems with Methods and Procedure • Flawed design procedure, this refers to the absence of tests regarding the effects of the contoured cans on the filling speed or filling hydrodynamics. • Questionable evaluation procedure, this refers to the intended decision to promote a foreman which only concern is the quantity of the production and notably underestimate the importance of quality. • Questionable marketing procedure, this refers to allowing an untested products into the market in order to beat the competition 3.

Problems with Machines • Lack of maintenance, this refers to the usage of a machine not originally designed for the job and the absence of preventive maintenance of the machine 4. Problems with Manpower • Lack of training (for machine operators), this refer to the absence of formal training on the job process for machine operators. 5. Problems with People and Surroundings • Lack of Motivation, this refers to Hamler's statement that mistakes happens once in a while and there is actually nothing people are doing to guarantee that similar mistakes are not repeated • Lack of Quality Standards, this refers Simmons action vented the rejected cans by hand, when it should be done professionally using standardized equipments. III.

Fishbone Diagram The groups of problems defined above are the materials for the fishbone diagram. Within this fishbone diagram we can see the cause and effect relationship and how these smaller problems lead to poor quality assurance as a whole ('Fishbone Diagram', The problems stated above can be divided into two dimensions, which are the technology (technical) dimension and the human dimension. The technical division includes the low quality supplies and lack of proper maintenance and operational activities, flawed procedure, etc. The human division on the other hand, consists of the lack of motivation, lack of training, etc. IV. 2 Dealing with Human Resources Problems The problem of human resource at Hank Kolb is about the employees' lack of motivation that has grown to be a culture of the facility.

Problems in the human factors would also be the most difficult problems to solve. Thus, I believe that it is better to address the human dimension first prior to the technical dimension. After conditions of the human dimension are improved, it would be so much easier to work on the technical dimension. According to existing managerial theories, there are several steps to deal with