

# Mics case study

[Business](#)



The people in management work from a philosophy of Just In time (JIT), in which they have created a partnership that includes the shipper, the receiver, and the carrier (Maverick Transport) for the purpose of transporting and delivering the materials required just in time for their use on the production line.

Maverick maintains 626 tractors for hauling freight, and has 45,000 square feet of warehouse space and 21,000 square feet of office space. A. Along with your group members, develop a list of sources of archival data that should be checked when analyzing the information requirements of Maverick.

B. When this list is complete, devise a sampling scheme that would permit your group to get a clear picture of the company without having to read each document generated in its 15-year history. Arrange to visit a local organization that is expanding or otherwise enhancing its information systems.

To allow your group to practice the various observation methods described in this chapter, assign either of these two methods to each team member; (1) developing the analyst's play script, or (2) using STROBE.

Many of these strategies can be employed during one-on-one interviews, whereas some require formal organizational meetings. Try to accomplish several objectives during your visit to the organization by scheduling it at appropriate time, one that permits all team members to try their assigned methods of observation. Using multiple methods such as interviewing and observation (often simultaneously) is the only cost-effective way to get a

true, timely picture of the organizations information requirements. The members of your group should meet and discuss their findings after completing Project 2.

Were there any surprises? Did the Information garnered through observation confirm, reverse, or negate what was learned In Interviews? Were any of the findings from the observational methods In direct conflict with each other? Work with your group to develop a list of ways to address any puzzling information (for example, by doing follow-up interviews). Wendell developing a lost archival ATA a Tanat snout a De chicken when analyzing ten information requirements of Maverick we came across several elements that should be looked into.

We should first start at the top with management in order to get a clear understanding of the organizations vision and the goals that their trying to achieve. The company has 21, 000 square feet of office space, and depending on how it is set up depends on the level of communication and response time within the adders in the organization. Next we have decided to take a sample in order to get a clearer picture of the organization.

With that being said we didn't want to Just sample the top management of the company because that would have given us a bias view within the company.

We wanted our sample to contain information through the eyes of what you might call the little people. We wanted to get information from ones who actually get the job done from the warehouse workers, picker/packer, and dispatchers to the truck drivers. We also wanted to take it a step further and <https://assignbuster.com/mics-case-study/>

gather a sampling from one of the Meany's largest customer to see whether they are completely satisfied with the service the organization is providing to them. Lastly we have decided to obtain some of the documents that are used in running the organization.

Those documents are often paper reports regarding the status of inventory, sales, or production. In devising this sampling scheme from the archival data collected we have gathered all of the information that was imperative to give a clearer picture of the Maverick Transport organization in its 15 year tenure. Starting from the top which we felt had the biggest impact on the company because communication is one of the most essential components to running any business/relationship. As we noticed early in the company's development the offices were pretty spread out because of the enormous amount of space they had.

Investigation led us to come across pictures of when they first started the company along with a lot of memos that included complaints about the level of communication, and how long it took to get responses from other coworkers and from different departments which they found out it was due to the way they initially had the offices set up.

Prior to fixing that problem it led to the loss of potential customers along with delivery times missed. By this company being a Just in time (JIT) organization that unappealing was not an option. Rather six months later the problem was rectified through the change and rearrangement of offices along with desk placement. After the change took place a better level of communication was developed throughout the company to include all of the

departments in the organization. As we mentioned we didn't want to just gather information from management cause we felt that would have developed a bias opinion and outlook.

So we also gather information from the warehouse workers, picker/packers, dispatchers and truck drivers.

Starting with the warehouse workers, the information gathered from them were mainly two major complaints that they had. Complaint one is they felt that they should have two fifteen minute breaks throughout an eight hour work day, and the second complaint was they felt that they were being worked too hard and spread out to thin. Through investigation we actually found out that there should be not one but two fifteen minute breaks in an eight hour work day along with a thirty minute lunch break which had already been incorporated.

The unfortunate thing was the workers didn't know it's the law, because they were under the impression the company was just being nice by adding an extra fifteen break. We also came by an older complaint about how they were working the workers to hard and having them spread too thin.

Come to find out there had been a lot of workers with high levels of exhaustion along with dehydration. This was unfortunately due to the lack of calculation of what and how many it took to complete a job.

The company changed that particular policy and added two to three more individuals per task to complete a job which would eliminate employee exhaustion. Then the company decided to provide water and storage on a

daily basis to prevent dehydration. With those two issues taken care of it eliminated and prevented (1) any possibilities of a lawsuit and (2) the loss or stop of production which would have lead to a loss of profit.

As we looked into the dispatch side of the organization we noticed that there weren't any complaints, and from what we seen everything was and had been operating smoothly.

Then we took a look at the drivers who are the ones who keep the company operational, they also keep the customer in good standings with the organization with there on time deliveries. As we stated before we wanted to go outside the box and gather some information and feedback from one of Mavericks biggest customer being as though this company specializes in Just in time (TIT) deliveries it wasn't surprising to find out that there biggest customer doesn't maintain any inventory but instead relies on Just in time deliveries.

As we continued our investigation we found the Walter was there suggest customer on their books. As we continued our investigation on the relationship with Walter and it's Just in time on time delivery record.

We contacted Wall-Mart's president and CEO Mike Duke to hear how the deliveries that maverick Transport makes to his stores were coming along. Much to no surprise he didn't have any complaints and nothing but praises about the relationship with the two organizations.

As we conducted our last archival data selections which were some of the documents that are used in running the organization, we obtained

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documents that are relevant in the sales department, Inventory and production department. Previously stated sales were in potential danger due to the fact the way the offices were set up in the early stages because of the lack of effective communication. After that situation was rectified the sales were no longer in danger and in fact the sales are at a steady flow and due to their A+ record for the last decade their retention rate is remarkable.

As we checked into their inventory record we noticed that because their inventory is always at a substantial count they haven't missed any deliveries or any obligation they've had nor has the lack of inventory played any role in a delivery being delivered late.

We noticed that there were some issues in the production department with dehydration, exhaustion, and the lack of a break which would be able to give the workers a fifteen minute window to recuperate and charge their batteries for the next wave of work/production.

On the topic of dehydration the company decided to provide water along with Storage to keep their employees hydrated throughout the day without anymore incidents. On the topic of exhaustion the company needed to make a change to keep reduction from slowing down or coming to a complete halt due to the fact that their employees spread too thin with the high expectation that three workers could maintain the workload of six to seven men.

So the company had to do some calculations and revamp their policy to where each job had the adequate amount of workers to complete each task that is assigned. On the topic of the employees having two fifteen minute  
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breaks instead of the one fifteen minute break they were giving their employees at first wasn't the best idea from the start, but the company was under the assumption less breaks equal ore work. In reality what those breaks are designed to do is give the employee time to relax between lunch and there shift.