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To: Sunshine Fruit Juices

Re: Human Resource and operations strategies

Executive Summary.

It appears that Sunshine Fruit Juices has been experiencing significant issues regarding its operations process, as indicated by customer complaints. It is vital that this is rectified to retain a customer base and re-gain a competitive advantage, to do so operations strategies are vital. An increase in industrial disputes not only impacts on worker satisfaction, but also the reputation of your business. Implementing strategies to manage conflict is vital, as is identifying the cause of the disputes, which appears to be accidents, so safety strategies and training are also vital, as well as maintaining a positive relationship with employees.

OPERATIONS STRATEGIES.

To ensure the overall quality of the operations process, it is vital to develop performance objectives.

Most businesses utilise objectives relating to:

- Speed - how quickly the process can occur whilst maintaining quality, how quickly customer demand is met
- Quality - how fit the product is for its purpose,

as well as the quality of inputs and materials.

• Dependability - how durable and reliable the product is.

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• flexibility - how flexible the process is in meeting demand

~~• Distribution - how people~~

• Cost - the overall expense and efficiency of the process.

Using these performance objectives as key performance indicators, and comparing the desired outcome with the actual outcome, will better help the business achieve its operational goals, and also become a vital tool in the process of implementing, monitoring and controlling. With the use of performance objectives and key performance indicators, I am certain that improvements regarding incorrect labelling will be perceptible. If damage to products is occurring during the transformation process, these KPIs will greatly aid the elimination of such occurrences, thus reducing customer complaints and providing a better environment in which to cultivate business success and a competitive advantage.

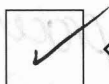
If ~~incorrect labelling~~ ^{bottle damage complaints} persists, it is likely that the damage occurs during the distribution process,

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likely ~~to~~ during transport to other countries. To better deal with this, other methods of distribution may be considered, or altering the materials used to make the product. For example, replacing glass bottles with more durable, plastic bottles, could combat the problem. However, operational strategies of outsourcing and technology will also aid the damage and labelling complaints you are experiencing.

Redesigning plant layout may also reduce accidents.

Outsourcing the distribution feature of your operations function is likely to improve issues. Outsourcing is the contracting out of business activities to other firms. ~~That~~ This will allow Sunshine Fruit Juice to attain greater expertise in the process of distribution, and will also decrease the liability of Sunshine Fruit Juice in regards to the damage that may occur during the distribution process, when the product is in transit. This reduced liability occurs as it is the ~~a~~ distribution, and the safety of the product during distribution, becomes the responsibility of the company to which the activity has been outsourced. Thus, outsourcing the distribution



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Function of the operations process of Sunshine Fruit Juice ~~will~~ is likely to decrease complaints about product damage if the damage occurs in transit. The detriments of outsourcing must also be considered by management, as it is often a source for worker disputes due to ~~decreased~~ increased separation or redundancy.

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Technologies are vital to the functioning of almost any business particularly in an increasingly technological world. When employing technology as an operations strategy, Sunshine Fruit Juice will need to consider two possible forms to implement. Established technologies are those that are widely implemented and accepted by businesses throughout the market, whereas leading-edge technologies are those at the forefront of technology and development. Employing technologies to conduct the process of correctly labeling bottles will have great improvements for Sunshine fruit juice.

Implementing the correct technologies can significantly improve efficiency whilst also ensuring a major decrease in mistakes, defects or mishaps. There are a myriad of disadvantages to consider against these advantages as well as considerations to be made by management regarding which technology to employ.

The disadvantage of implementing technologies

involves a likely decrease in the requirement of human labour, requiring redundancy payments which could offset the savings achieved by implementing technologies. This decrease in physical labour may also reflect negatively on the business, as the public may respond badly to Sunline Fruit Juices separating from workers. However, a decrease in the need for employees may not occur, but a need for re-training to increase knowledge and skills required to function the technologies may be apparent and costly. The Management must consider whether or not to use trusted, established technologies or leading-edge technologies. While established technologies may be trusted, implementing leading edge technologies could have insurmountable benefits. However, it is vital to consider that new technologies may not be fully developed or perfected, although not implemented and may not have sufficient technical support because they are so new. Although not employing as leading edge technologies could also put Sunline Fruit Juices at a competitive disadvantage, if competitors have utilised their benefits. The implementation of technologies to ensure the label

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Sunshine Fruit Juices bottles is strongly recommended due to the benefits of improved efficiency, increased outputs, better quality and the significant decrease of incorrect labels, that technologies will provide. The choice between leading-edge technologies and established technologies is largely up to management assessing the needs, as well as the funds, of the business. However, a mixture of cost could be used, and their aforementioned respective advantages, are not to be ignored.

Therefore, I strongly believe that the implementation of the operations strategies of outsourcing, technology, and key performance indicators will be inherent to the success of Sunshine Fruit Juices, and will greatly improve its business performance.

Human Resource Strategies

Effectively managing the human resource function of any business is vital as the human resource function is often the most expensive and important aspect of a business, due to the fact that a business cannot function without employees.



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It is clear that Sunshine Fruit Juices is experiencing many problems regarding industrial disputes due to workplace accidents and demands for higher wages. The first strategy recommended is the one that will respond to the most important area that requires improvement, workplace health and safety. It is a legal and ethical requirement for management to ensure that employees are in a safe work environment. Training is a Human Resource strategy that could improve not only the rate of accidents, but also the issues of damages and incorrect labelling. Training is any attempt to improve an employee's current or future performance ~~by~~ through learning, and achieving an increase in knowledge, skills or ability.

Implementing training that is safety-specific will ensure that your employees understand the difference between safe work practices, and dangerous work practices, which will greatly reduce the number of workplace accidents which have contributed to disputes. Training regarding the way in which employees complete their task is also likely to reduce damages and incorrect labelling. Thus, I believe that training should become a regular consideration ~~of~~ of managers, implemented on a regular basis as it will

bring the aforementioned benefits to Singapore
business

Dealing with industrial disputes can be difficult for any business to deal with. To effectively manage industrial disputes, employing strategies relating to dispute resolution strategies is essential. Successfully managing the Human Resource Function and Industrial Disputes is not possible without dispute resolution strategies. It is important for both management and employees to understand the following methods of dispute resolution:

- Negotiation - a discussion between both parties that results in compromise, and a formal or informal agreement.

- Mediation - a discussion between two parties in the presence of a neutral third party. Decisions can be ~~not~~ ^{final} or ~~not~~ in-firmal.

- Grievance procedures: set procedures developed by a business to deal with disputes.

Arbitration / The involvement of courts or tribunals - both parties engage in legal proceedings and come to a binding agreement

Effectively implementing dispute resolution

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strategies will better allow employers, managers and employees to better manage and resolve disputes. It is strongly encouraged that managers at Sunshine Fruit Jices consider dispute resolution strategies and develop grievance procedures.

Another Human Resource Strategy that could improve the complaints of employees in regards to higher wages and other rewards. Rewards can be monetary or non-monetary. Monetary rewards are those of fiscal value, like bonuses or company cars, whereas non-monetary rewards include social events, as well as intrinsic rewards like job satisfaction. Monetary rewards could be provided on the basis of performance appraisal, which is a method that could increase employee satisfaction by recognising their efforts. To achieve this, Sunshine Fruit-Juices could implement performance-based pay, so that direct remuneration is directly linked to individual or team performance. Non-monetary rewards can also be a significant strategy



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- Job sharing - sharing a role between two employees.
- Job enrichment - expanding the responsibilities of a role.
- Job enlargement - expanding the roles of an employee.
- Job rotation - moving employees from one task to another over a period of time.

These strategies will result in non-monetary rewards such as challenging work increasing work and job satisfaction, which will make employees feel more appreciated thus reducing complaints regarding wages. Therefore, I strongly recommend that Sunshine Fruit Juices implement both monetary and non-monetary rewards as they are extremely likely to reduce worker complaints, in turn reducing industrial disputes.

Conclusively, I strongly implore Sunshine Fruit Juices to implement the mentioned

operations strategies of technology outsourcing, plant layout and Performance indicators as well as the Human resource strategies of training, workplace dispute resolution and research, as ~~it is~~ ~~there is~~ a combination of these human resources and operations strategies will reduce customer complaints, damages, incorrect labelling, workplace accidents, ~~costs~~ employee complaints regarding wages and industrial disputes, thus providing another fruit dice with a sustainable competitive advantage is an improved workforce and increased efficiency, overall improving its business performance.

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