

Group Assignment: the creation and destruction of the order of Maria Theresa = Tugas kelompok: penciptaan dan penghancuran tatanan Maria Theresa

Yusita, author

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Abstrak

Kekhawatiran dikemukakan oleh manajemen di Kilang Petrol Australia, Petrocco, setelah stasiun metropolitan utama mengalami penurunan tajam dalam penjualan dan indikator kinerja utama layanan pelanggan. Masalah kinerja akibatnya ditarik kembali ke perubahan dalam manajemen, di mana manajer baru, Lachlan Macintosh, memperkenalkan prosedur dan kebijakan baru yang secara drastis mengubah cara yang Maria Theresa lakukan dalam menjalankan pom bensin. Stasiun yang sebelumnya berkinerja terbaik dan 'memenangkan penghargaan' mengalami penurunan dalam volume penjualan, layanan pelanggan, produktivitas dan kepuasan karyawan, dan secara bersamaan terdapat peningkatan dalam pergantian staf dan kecelakaan di tempat kerja. Dengan demikian, upaya telah dilakukan untuk mencoba mengidentifikasi dan meratifikasi akar penyebab masalah ini untuk disajikan kepada manajemen Petrocco.

.....Concern was raised by management at the Australian Petrol Refinery, Petrocco, after a key metropolitan station saw a sharp decline in its sales and customer service key performance indicators Performance issues were consequently drawn back to a change in management, in which the new manager, Lachlan Macintosh, introduced new procedures and policies that drastically altered the way in which the previously successful, Maria Theresa had run the petrol station. The previously top performing and award winning station saw a reduction in sales volume, customer service, employee productivity and satisfaction, and a simultaneous increase in staff turnover and workplace accidents. Thus, effort has been made to attempt to identify and ratify the root causes of these issues for presentation to Petrocco management. Despite the identification of problems and construction of recommendations, due to implicit faults in generalized models used, specifically in their application to the environment at Petrocco, it cannot be ensured that all problems will easily be ratified. Whilst implementing the recommendations are also cited as costly and time consuming, the distinct decline in key performance indicators at Petrocco is enough to warrant vast change and investment in new procedures and policy.