**MANAGING AGILE ORGANISATIONS AND PEOPLE**

**Learning Outcome 2: ACTIVITY 3**

**SMALL GROUP ACTIVITY**

**Apparel Inc.**

Read the following case study.

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| Apparel Inc. manufactures clothes for a number of Western retailers. Growing demand from consumers for cheaper products and for an increasing variety of goods delivered with ever reducing lead times, has placed significant pressure on the organisation. A number of high profile media stories have highlighted poor working conditions being likened to modern day sweatshops where quality is compromised to achieve quantity and reduce costs. Increasingly challenging production targets lead to exceptionally long working hours with workers asked to work extra hours with no overtime pay if expectations are not met. Pay is claimed to be barely enough to support those working. Health and safety is frequently ignored as increasing numbers of employees are crammed into factories and workers make do with outdated equipment.  In attempts to reduce the cost of production, cheaper raw materials are being used and employees are no longer trained on the equipment or expected quality standards. The number of customer complaints has increased with now at least one major customer looking to move their business |

Working with your colleagues consider the advantages to this organisation of adopting:

* Lean Sigma
* Just-in-time
* Kaizen.

Prepare a two-minute pitch in support of one of these.

Be prepared to answer questions on the implications for management practice.

You will have 15 minutes for this activity.