



SUPERIOR UNIVERSITY

MANAGEMENT INFORMATION SYSTEMS IN MASTER TEXTILE MILLS LIMITED...

Case Study

This case was written by Ahmad Raza, Haroon Bajwa and M. Abu Sufyan under the supervision of Dr. Muhammad Rafiq, Superior University, Pakistan. It is intended to be used as the basis class discussion rather than to illustrate either effective or ineffective handling of Management Information System.

This case was made possible by the Co-operation of Mr. Hussain Abdul Nabi, Deputy Manager Marketing Master Textile Mills.

On a hot and dry afternoon Managing Director Mr. Najeeb Malik the founder of Master Textile Mills LTD. discussing with Mr. Khalid Mehmood the CEO about the management information system MIS that they have weak MIS in their company and now they have to promote some changes for making their company more and more successful.

Introduction and Background of Master Textile Mills Limited

Textile industries have been one of the essential business since 1992. Master Textile Mills Ltd. is well-known. It has vertically joined textile mills and the apparel company; functioning in Lahore, Pakistan. The company has a specialized and high quality system for weaving, knitting, processing, printing, dyeing, making denim fabric and textile production. The system is fully equipped and experienced to produce products in line with European and American quality standards with annual profits yielding more than USD 120 million. Master Textile is one of the

Pakistan's first full platform provider for the clients with vertical capabilities of yarns, denim fabrics, woven fabrics and garments.¹

Master Textile has a strong brand image and international certifications, due to project commitment, operational speed, high quality services and prompt delivery, providing customers with a global network of opportunities through international sales offices and representative offices in Europe, UK, USA, Turkey and Bangladesh, that speaks buyers' language for their best connection and support. Master Textile is one of the prime and leading textile manufacturer, established at Lahore-Pakistan. Involved in export of the quality products such as Yarn, Garment and Fiber. They established a name of identifications owing to their project promises, working speed, quality performance and all over methodology of the company. Their operating viewpoint is to deliver end users with products that meet their requirements, constantly delivering at a sensible price in International Markets as well as Domestic Markets. They provide with the best offers to the customers. It has 1a worldwide network of openings and best deal potential. Master Textiles is a Perpendicularly Integrated Textile Unit. They have their in-house Yarn, Interweaving, fabric dyeing, proper processing, garments manufacturing and Laundry accommodations. The company has extremely qualified knowledgeable Mill Manager Heads in each division. The objective is to function in a way that there is a local co-ordination and link among all of the divisions. Every division operates in the most well-organized manner in-order to complete competitive charges, timely delivery and producing high quality products.

Master Textile Mills Ltd. is very flexible in their Spinning, Weaving, Dyeing, Power, Garments, and Synthetics units. Their manufactured goods range contains greige fabrics, dyed fabrics, household Textiles and Clothing Wear. The ideology behind their products collection is to provide flexibility to achieve their customer necessities.² **(See exhibit 1 for Mission and Vision Statement)**

Operations and Systems

Master Textile Mills Ltd. are committed to engaging employees through continuous improvements and legal accountability mechanisms under SA 8000. They aim to provide a safe and clean environment for all their employees, thereby respecting the integrity, freedom, ethics and social values of their workers, stakeholders, business partners and customers.

At Master, they take the safety of workers and the environment very seriously, protecting their rights by conducting audits. They are against child labor and forced labor. With approximately 7,000 employees, their training is focused on ethical sourcing, manufacturing, and labor practices. They ensure that their products are produced in a fair and safe environment.

¹ <https://mastertex.com/>

² <https://www.dnb.com/business-directory/company-profiles.master-textile-mills-limited.a39053eae08a9547c7ee1e78dadb781f.html>

What does Master group do?

The Master Group is a major business group in Pakistan. Textiles, auto mobiles, tiles, banking, insurance, power generation, furniture, the hotel industry, agriculture, dairy, and paper products are just a few of the important areas in which the company operates. (See Exhibit 2 for associated companies).

Key Issues Facing Management Information System Team

The improvement in Management Information System was a major topic of conversation with Masters. The key challenges differed significantly amongst the various groupings of companies and are addressed below.

Master Textile Mills lack MIS (Management Information Systems) in their process. Now in today's world MIS (Management Information Systems) is a very essential part of the business and industry. We are existing in a time of excessive change and working in a Figure Age. Managers have to adapt multitudes of data, convert the data into material, form decisions about that material and make conclusions leading to the attainment of business goals. For an association, information is an important reserve like money, machinery and man-power. It is very necessary for the survival of the enterprise. The necessary components for having MIS (Management Information Systems) design is effective decision-making based on the figures and information. MIS (Management Information Systems) can be used for the workers to make daily based important decisions. SMS and Emails plays a spine role in reinforcing MIS (Management Information Systems) and its cost calculations to interconnect directly with clients.

Record Management System is also absent. There is no proper system which has everything at the time of requirement, anything that helps to store the data, interconnect and sharing of that data and enable the best usage of the information from the respective data. The different system can be practiced in the Master Textile Mills as under the MIS (management information system). Order Management System, Procurement Management System (For Cotton & Polyester), Gate Management System, Production Planning & Control (PPC), Packing & Dispatch Management System (For Local & Export Sales including L/C management System), Quality Management System (QMS), Inventory Management System (For Cotton & Polyester).

Limitations of Management Information System that it is highly important to secure sensitive data or information and also to constantly monitor it. Budgeting of MIS is extremely difficult. Quality of productions overseen by the quality of feedbacks. Lack of flexibility to update it. Effectiveness falls if there are frequent fluctuations in the top management.

They only consider the qualitative elements and disregards non-qualitative elements like self-confidence of the employee and the arrogance of the employee, etc. Unemployment and lack of job security. Dominant culture is practiced in the firm.

Advanced Management Information System is considering pivotal component of any organization and its implementation ensure speedy, accurate exchange of information in the organization with minimum cost and time. Availability of MIS system also ensures an integrated system in all department of textile industries. MIS encourage systematic changes in an

organization rather than changes on individually basis. It also ensures safety measures as compared to manual work.

Master Textile Mills Ltd. Pillars of Success

In Master Textile Mills Ltd. information system is a tool to make sure that information is accessible to their managers when they need it. It is designed to enhance their work through providing appropriate and accurate material for their policymaking. Computer system can obviously aid administrations in the dealings of the data into precise, well offered, up-to-date and the cost-effective material. Whether the data is summarized, applicable, timely and comprehensive will depend mostly on the competences of the people involved in its processing and assortment.

What Should Masters Do?

Masters had come to understand the scope of MIS and the challenges faced by Masters Employees. What should they focus on first to ensure the maximum success internally and externally? Which specific steps should they take, and in what order, how to create value in the quickest way? Which activities would best help them to build the right skills within their employees and to empower others to solve problems?

Annexure

Exhibit 1:

Mission Statement

Committed to provide clean and reliable energy sources by building and operating state of the art wind power facilities, in addition to providing technical excellence to certify the effective delivery of renewable and sustainable energy in Pakistan, to serve the country and to set an example as a responsible entity, while catering to its shareholders interests.³

Vision Statement

At Master Group, we are committed to grow our businesses in a direction that contributes to a sustainable and progressive Pakistan for the future generation. Furthermore, to ensure decreased dependency on fossil fuels while mitigating the negative impact on the ecosystem.⁴

Exhibit 2: Associated Companies-Listed

³ <https://master.com.pk/vision-mission/>

⁴ <https://master.com.pk/vision-mission/>

- Masters Molty Foam
- Master Thermo Shield
- Procon Engineering
- MCB Bank Limited
- Celest
- Offisys
- Master Motor
- Master Nonwoven
- Master Wind Energy Limited
- Home Fashion
- Master Changan Motors

MASTER TEXTILE MILLS LIMITED

Teaching Notes

Ahmad Raza, M Haroon, M Sufyan wrote this teaching note as an aid to instructors in the classroom use of the case Management Information Systems in Master Textile Mills Limited. This teaching note should not be used in any way that would prejudice the future use of the case.

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Case Synopsis

Master Group is one of the most dynamic and diverse business groups of Pakistan. The Group started its operations by first entering in the bedding industry in 1963 with a licensee of Bayer A.G. (Germany) to manufacture foam mattresses in Pakistan and became a pioneer in the market. Today, Master Molty foam has become 1a household name, synonymous with the highest quality products in the Pakistani market. Master Group is not only the leading player in the bedding market, but has also diversified over the period into the textile, automobile, engineering and energy sectors.

Master Group is committed to play its part in the development of Pakistan's various sectors. Realizing the role of clean energy in development of the nation, we ventured into the power generation sector by developing a 50 MW wind power project in Jhimpir, Sindh. Master Wind Energy Limited (MWEL) successfully commenced operations in October 2016. Master Green Energy Limited (MGEL) is the Sponsor's second project in the wind power sector, which is expected to achieve financial close by December, 2017. Number of hydro power projects are also in the pipeline.

Case Objectives and Target Audience

This Case Study is to help understand about the usage of Management Information Systems (MIS), and its impact on the business. This can be helpful for Students and also for businesses as well.

The purpose of the case is to familiarize students with real-world textile problems that happens in the industry. Although the challenges in this instance are subject to a specific location, assessing it will provide students with insight into ethnic issues that arise throughout civilizations. Students are invited to do in-depth research on Pakistan's Textile Industry as part of the case study and then moved on to Hendon College in London to pursue further business administration degrees.

Case Usage

This case is for class discussions preferably for those who are studying the course of Management Information System. This will help to introduce the students with some basic concepts regarding Management Information System, how they can solve the Management Information System problems in their jobs in order to generate more business profit. It can be used in variety of basic Management courses to develop a new Management Information System by using latest technology.

Relevant Reading

Before analyzing this case, students should be aware of the concepts of management information system and conflicts in management information system. The following readings will help them understand the theory better:

- Baskerville, R. L., & Myers, M. D. (2002). Information systems as a reference discipline. *Mis Quarterly*, 1-14.
- Karim, A. J. (2011). The significance of management information systems for enhancing strategic and tactical planning. *JISTEM-Journal of Information Systems and Technology Management*, 8(2), 459-470.
- Kamble, S. S., Gunasekaran, A., & Gawankar, S. A. (2018). Sustainable Industry 4.0 framework: A systematic literature review identifying the current trends and future perspectives. *Process Safety and Environmental Protection*, 117, 408-425.
- Kamigaki, T., & Dan, Y. (2017). Delay activity of specific prefrontal interneuron subtypes modulates memory-guided behavior. *Nature neuroscience*, 20(6), 854.
- Karaköse, M., & Yetiş, H. (2017). A cyberphysical system based mass-customization approach with integration of Industry 4.0 and smart city. *Wireless Communications and Mobile Computing*, 2017.

Assignment Questions

1. How MIS system helps to achieve a higher level of efficiency?
2. How MIS improves the quality of decisions?
3. How MIS promotes better communication between departments within organization?
4. How MIS helps to strengthen a company's competitive advantage?
5. How MIS helps to reveals more data about customers?

Teaching Plan

The case can be best taught in a 90-minute class with students preparing the case study and readings in advance. One suggested breakdown of instruction is as follows:

Task	Timeline
Break students into groups: three or four groups, five or six students in each group 5	5 Minutes
Question 1	20 Minutes
Discuss: Each group should give at least one reason at the start of the class. Jot these down on the board. Ask students why they consider MIS system helps to achieve a higher level of efficiency. List all problems and discuss why some of them are more significant than others. Any issue that does not need to be resolved urgently and is not causing the company a financial loss can be treated as a minor concern.	
Question 2	20 Minutes
Discuss: The response to this question is to be discussed in the context of MIS Improve the quality of decisions. If the conversation is still left uncluttered, multiple responses from diverse disciplines will materialize, which can outcome in a debate without decision. The best technique for arguing this question has been delivered in the following investigation.	
Question 3	10 Minutes
Discuss: Students should be encouraged to think about the MIS Promote better communications between departments in an organization.	
Question 4+5	25 Minutes
Discuss: All groups are required to explain MIS Help to Strengthens a company's competitive advantage and MIS Help To Reveals more data about customers	
Conclude and close the case	10 Minutes
Total 90 Minutes	90 Minutes

Analysis

1. How MIS system helps to achieve a higher level of efficiency?

The managers who can manage their crew or the whole business usually have to categorize organizations' strong point and flaws. Managers can use Management Information System to make their work easy and achieve a higher level of efficiency. They can earn Human Resource

efficiency, and operations efficiency too in their work. Operations can be run in their best way and overall, all these efficiencies in work make a more successful organization through cost efficiency.

2. How MIS Improve the quality of decisions?

The managers could make further balanced decisions based on the fresh and dependable facts based on the documents they have. They can make more useful decisions to achieve organizational goals. They can find clearer picture of the organization, make better strategic decisions, and set a clearer and better mission and vision for future and present decisions.

3. How MIS promotes better communications between departments in an organization?

When everybody in the business shares the same data, then the possibility is that they would have enhanced communication among them due to which they can recognize problematic zones effectively and sort it out efficiently. Delay time can be reduced and actions can be performed in a more better and useful manner. Helping in marketing department to get the knowledge to sale and deliver the order in best way. Help to HR department to develop training and development programs after communication in better way. And hire more suitable and needed number of employees. For Finance department to assign a budget after gaining the clear and all necessary information. For supply chain to supply and produce the order in time and can know the importance of every order.

4. How MIS Help to Strengthens a company's competitive advantage?

By eliminating the all blemishes and non-performing zones helps the enterprise's viability over its rivals. It tends to be in minimal expense and looking like best quality also. Become we deal with the all data which help us in each space of the Master Textile. So it assist them with making and gain more grounded upper hand.

5. How MIS Help To Reveals more data about customers?

The more current realities about the necessities about the buyers, the board is upgraded and ready to further develop the shopper administration and can think more functional showcasing and publicizing efforts.

What Happened?

Progressed Management Information System is thinking about essential part of any association and its execution guarantee quick, precise trade of data in the association with least expense and time. Accessibility of MIS framework likewise guarantee a coordinated framework in all branch of Master Mills. MIS support orderly changes in Masters instead of changes on independently premise. It likewise guarantees wellbeing measure as contrast with manual work.

Ace Textile Industry strategy producers gave preparing to their all representatives about recently execute MIS System So its use can be effectively OK to all association individuals.

Ace Textile more significant position embraced long haul emotionally supportive network and reliable arrangement in regards to MIS execution. This undertaking gave long haul benefit to the Master Textile and furthermore assisted with dealing with all assets and Departments. Yet, for better outcomes representatives adequate and support was vital. For this administration ought to conveyed and make great instructional courses and make it part of authoritative culture.

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