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Subject; Cases in HRM

Final term examination.

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(1) = Describe the nature & causes of the problem faced by Harold Sweeney?

(i) Employees Retention / high turn over =

The first problem faced by Harold Sweeney was employees retention e.g.; High turn over among electrical engineers.

(ii) No formal Exit Interview = Due to this he could not check the possible reasons for high turn over.

(iii) Carrier path way = The third problem faced by Harold Sweeney that there was no proper mechanism defined to give carrier pathway focus to the staff and may feel dead ended carrier.

(iv) employees value = Due to lack of HR basic practices, employees did not feel valued for being part of the organisation

(v) Alignment of organisational & departmental goal = As claimed by Morgan that director Harry James care about his own departmental goals. Feed back from the Helen Morgan also highlight the following problems.

- ⇒ Lack of director's trust to develop, orient and train new employees.
- ⇒ Lackness of employee development section in performance appraisals.
- ⇒ Rewards systems for Supervisors.
- ⇒ Planning to identify future job opportunities & their better communication and to identify career path.
- ⇒ work life balance for employees.

(2) What additional questions should Sweeney ask or what additional information is needed before proceeding toward a solution to this problem? why?

Ans The following additional questions & informations were needed before proceeding towards a solution to the problems:

- ⇒ Sweeney needs to come with some define policies regarding HR practices to streamline departmental activities with organisational goals.
- ⇒ Then he should also consult with departmental directors / head / Supervisors or managers for alignment of departmental activities with organisational goals.

- ⇒ Need to come up with career progression & succession plans in order to develop staff focus and association with organisation for being valued.
- ⇒ Sweeney should also identify his key areas to focus on first, this would help the company to sustain in market.
- ⇒ Also to invest in Research and development of staff. For this Sweeney needs to look out for available opportunities in market.
- ⇒ It was also needed immediately to do proper head hunting for competent staff first and then work on their retention.
- ⇒ He should also work on head counting to identify the area which is under staffed due to which the work life balance is being disturbed.

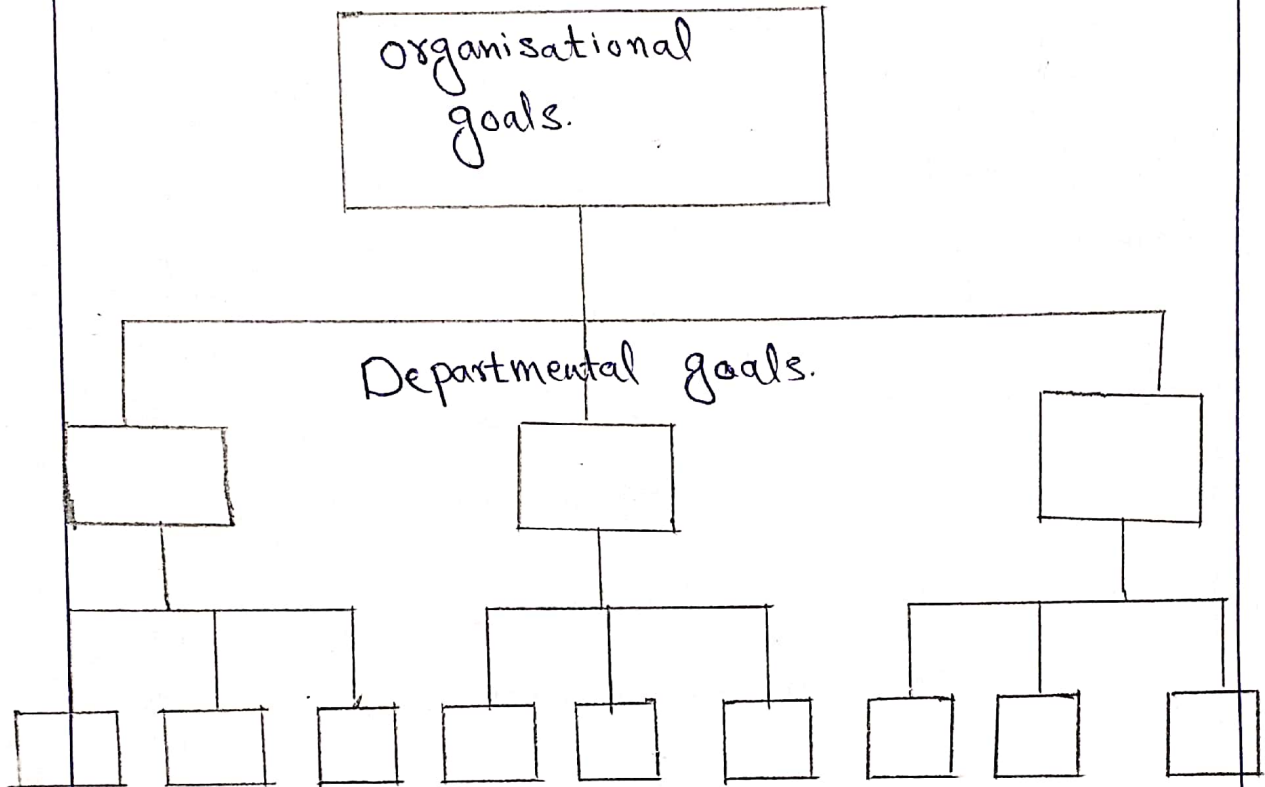
(3) What are the individual & organisational benefits of a formalized career developmental system.

Ans= Individual & organisational goals alignment is the key factor for individual & organisational benefits. organisational goals are defined on a big scope.

The vast scope is then broken down into small departmental goals & eventually into

individual goals.

we can represent it graphically as;



Individual goals.

If we define the organisational goals clearly and most primarily communicated well down to the chain of command then it is going to be a great success for the organisation.

The two main ingredients for carrying out this process is

- (i) Defining focused goals.
- (ii) Communicating goals to the chain of command clearly.

Additionally;

→ The organisation will become able to better use

the employees skills + put them at the right place.

- ⇒ will improve better communication within the organisation.
- ⇒ Employees will consider himself as part of the organisation + being valued to work for organisational goals.
- ⇒ The employees will also retain with organisation if they are feeling as valuable.
- ⇒ Employees will get helpful assistance + guidance with their carrier decisions.
- ⇒ They can set more realistic goals.
- ⇒ They can get feedback on their performance + can improve their self.
- ⇒ will enhance the job satisfaction
- ⇒ will help the managers to retain the valuable employees
- ⇒ Lead to greater understanding of the organisation as a whole + collectively as supportive + conductive culture.

QNo2 = Short Summary of the "Enterprise build on people"

Ans= In this case study the authors discussed the competition & competitive edges of the car-rental firms names Hertz, Avis and Enterprise Rent-A-Car.

Hertz and Avis was the leading firms in car-rental services. Due to best strategic plan the Enterprise - Rent - A - Car has overtaken in the industry & stand equally with these two giants in the market.

The following strategies which used by the Enterprise Rent-A-car to over come the Hertz & Avis in Rent-A-car industries were discussed by the author;

(i) Marketing strategies =

(a) ⇒ Market focus was different than the established competitors Avis & Hertz. Focus was on general public only with the business travelers where as the competitors focused on travelers only.

So the identify new window in the market & avail the opportunity

(b) ⇒ The segment targeted by enterprise was

large in number.

ie; general public & was targetted through insurance companies

(c) ⇒ The price was offered economical as compare to the competitors in the market.

(d) ⇒ Also offer the services on the door step by opening the offices in down town which also became competitive edge.

(ii) **HR Strategies** = Apart from marketing strategies a different HR staffing strategy was defined

(a) ⇒ Average graduate students were hired for the purpose that;

(i) They can be hired on reasonable pay package because of "no job" to "At least job" concept

(ii) This also lower down the cost of the services to help in lower down the prices.

(b) ⇒ Secondly the hiring was made on lower positions only from outside & higher position were filled internally,

based on the performance which help the staff to;

- (i) develop themselves
- (ii) to improve retention of employees.
- (iii) and have good carrier pathway.

(c) ⇒ Athletes or Socially active students were performed to benefit of their social circles & that they are energetic enough to put their hands in any job i.e; from cleaning car to to vaccuming it etc.

So all these strategies were the key factors according to the author which enable the enterprise Rent - A - car to complete & stand with these large companies in the market.



Q#3 The following steps must be taken by Leory Washington in response to Carol McCalmont's and Janet Weber's actions!

Ans (1) = Washington shall call for the meeting with Mc Calmont & seek the real reason for delaying the appraisal.

(2) = I believe that management & organisation should communicate the information well to the chain of command about the importance of performance appraisal before distribution & giving dead lines so that every one can take intrust in this activity

Should Mc Calmont be granted a raise even though she has not completed her self evaluation.

Ans = Mc Calmont shall not be given raise at all because Mc Janet all ready addressed to the issue that she has not been able to achieve targets.

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⇒ giving her raise would develop a culture for others that timely form filling is of no importance

⇒ And their attitude would get lethargic as well



Q#4 Learning from case studies & how as it impact on my life.

Ans = I personally learn a lot from different case studies and as a manager I personally enjoy how to trouble shoot different departmental problems & set departmental goals.

Different case studies targeted different HR and marketing approaches & customers satisfaction techniques & identify their importance.

Following are some brief discription on my personal life effects.

⇒ To focus on employee retention & prepare suitable strategies for it. I also calculate turn over rate annually for my department & find the reason & how to improve retention

- ⇒ I also learn to promote the employees internally to motivate had have career pathway.
- ⇒ also focused on staffing strategies as for growing companies it can be difficult to sustain in the market.
- ⇒ Revised employees salaries & raised through performance appraisal defined system.
- ⇒ Link employee of the year award with performance appraisal
- ⇒ Departmental goal aligned with organisational goals which help to set valuable goals.
- ⇒ Also learn how to prepare the strategic plan -
- ⇒ How to individual goal aligned with departmental and organisational goals.
- ⇒ Also help me to increase employees satisfaction & they feel that they are working for

organisation & are the important part of it.

⇒ How to increase customer satisfaction by valuing their views & providing best services.

↳ All these are common practices of HR and every employee has to go through it during professional life. It develops an insight of our understanding (being relatable to it) & the power to sort issues properly.

