



FINAL TERM PAPER

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SUBJECT:

“CASES IN HRM”

DATED: June 26, 2020

Career development at Electronic Applications.

Q No. 1 Describe the nature and causes of the Problem faced by Harold Sweeney.

Ans.

Nature of the Problem:

The nature of the problem is high Turnovers among electrical engineers who work in research and development and are the core of the research function. As a result of the recent financial crisis, unemployment in silicon valley has increased to 9.7%.

Most technology companies are not hiring at all or are only hiring individuals on a highly selective basis. The result is that most employees have decided to stay put in the short term, but will be looking to take advantage of more attractive opportunities elsewhere when and if the economy improves.

Newly hired HR Director Sweeney was aware of these intentions and wanted to take steps now to minimize futur employees turnover.

The chief of RED Helen Morgan, one particular employee who Impressed Sweeney by providing the actual causes of the problem as well as recommendations for it. She was told she "has a bright future with the Eelectronic Application because of her uniformly excellent

Performance appraisals. Sweeney have come to know through an unreliable source that she is in line for an excellent position with a nearby competitor.

Sweeney realizes that he has an immediate problem concerning high turnover of certain key employees. In addition, Sweeney also has a series of interconnected problems associated with career development.

Causes:

- 1). While the company paid 5 to 8% above the market for various categories of electrical engineers. Since the company did not have a formal exit interview system.
- 2). Many of the engineers felt "dead-ended" in the technical aspects of engineering because they were younger and energetic wants to be on the "fast track"
- 3). Company does not care about its good people
- 4). Present director was the herald in the move up of the better peoples.
- 5). No orientation were given by the director.
- 6). No Training for development were present.
- 7). The company were using an appraisals having no section for dealing with employees development.

These are some causes of the problem faced by Sweeney, HR Director.

(3)

(b) Q No 2 What additional questions should Sweeney ask or what additional information is needed before proceeding toward a solution to this problem? why?

Ans:

To bring the required changes the Sweeney HR director should take into consideration the following issues. Following are the (The additional information he should find)

- The Sweeney needs to consider if there are possible instances of discrimination of any type due to which employees are leaving.
- He should find out the possibility of safety issues which might have made an employee quit the organization.
- He should make it confirm that of scaremongering about Helen Morgan that she is in line for an excellent position with a nearby competitor, if it is true, then they have to start from there to find out all the possible ways to retain her.
- Eelectronic Applications has not got a human resources policy in place that goes accordingly to its position in the market and its actual growth. The company needs to shift its focus from attaining people to retaining the people that already has.

Q. No. 3^(c) What are the individual benefits of a formalized career development system?

A formal HR system will ensure proper employee development is taken care of and along with it organizational development also does happen.

The benefits of an individual and organizational system are as follows.

- It ensures that the employee is meeting his/her esteem needs and thus stays with the organization for a long time.
- It helps in keeping the employee in a happy and healthy state, results in better performance.
- Future development opportunities for an individual as well as for the organization ensure by rewards, identification of career path and career ladders, The greater efforts to help employees work and family life balance, child care assistance and telecommuting save time and efforts for both, the individual and organization.

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QNo2. Write a short summary of "Enterprise build on people" case study?

In the "Enterprise build on people" case there are mainly two enterprises, First is Hertz and Avis, and the second is Enterprise Rent-A-Car. As per Enterprise Rent-A-Car's strategy and their work, they overtake the other industry giant. Hertz and Avis provide cars on rent to the business travelers who travel from flights and have to go back very soon.

Hertz and Avis charge heavily from their customers. on the other hand, Enterprise Rent-A-Car provides cars on rent to the local residents, and charges lesser than Hertz and Avis and provides better services to customers.

The Success of Enterprise Rent-A-Car was their human resource (HR) strategy.

In their strategy, they prefer to recruit college graduates from the bottom half of the colleges.

They do not consider how much percentage/numbers or grades they are having in study

In other's (Hertz and Avis) strategy, they do not focus on the people who are involve in social activities.

They also focus on college graduates but on those who are having very good grades or numbers. ~~or~~

They do not fill their upper vacant position or designation by giving promotions to lower ones.

Athletes are also desirable in Rent-A-Car because of their competitiveness but not required in the competitor's Enterprise.

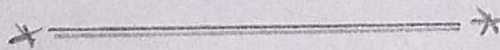
The firm Rent-A-Car does not hire outsiders - every position is filled by promoting some one already inside the company.

Enterprise provides continuing development and training for its people as they progress along a long-term career path.

QNO3. What action should Leroy Washington take in response Carol McCalmont's and Janet Weber's Actions? Should Calmont be granted a raise even though she has not completed her self-evaluation?

I think Janet and Carol have both made mistakes in this case that need to be addressed. Carol needs to complete her self-appraisal on time. This is not an option. Similarly Janet must demand that Carol do this and then finish the performance review process.

Both of these individuals have to follow company policies whether they like them or not. Supervisors can't choose which company policies they want to follow and which they don't. Their actions border on being subordinate. The HR director Leroy Washington must return Janet's evaluation of Carol and insist that the appraisal process be followed immediately, after that the raise may be possible.



QNO4. Write a brief summary on how did you find the different case studies and how has it impact on your life?

→ The Self-Appraisal Problem. (Impact on my life) + (summary)

All the case studies are very impressive for me. Specially the Self-assessment also known as self-evaluation or self examination is a great tool used by the employer to view how their employees see their performance. These examinations or evaluations help bridge the gap between the expectations set and the performance. They also create a channel to open communication about the goal set, available opportunities and development. The self-appraisal gives a chance to the employee to discuss the important projects completed; share new skills that they have acquired and remind their employers all the great work they have done. It is a great chance for the employee to be true to themselves by critically looking the work that they have done.

Enterprise Builds on people (Impact on my life) + (summary)

The Enterprise Rent-A-Car's Human resource strategy of maintaining and establishing internal wage pay relationships and framework. It also explored the recruitment approach adopted by the company. Despite there being many benefits of hiring younger workers, it was established that such people lack the necessary experience and experience to provide the desired services. They also lack consistent direction in their vision hence not able to help Enterprise Rent-A-Car improve its expansion plans. It was also evident from the discussion that a well-designed organizational pay structure is anchored on offering rewards based on individual employee's ability and performance achievements.

The wage must cover basic living expenses among other necessities in life.

A service-orientated business like Enterprise must deliver perfect services every time to keep customer satisfied. An unhappy customer is unlikely to come back. Enterprise operates in a highly competitive marketplace. In order to continue its growth and expansion. Its strategy of recruiting people with the right skills and competencies helps the business to carry out its aims and objectives, beside all these the idea of HR at entry-level is very impressive.

Retaining employees / reducing turnover, through organizational commitment, career development opportunities help to retain employees and thus prevent turnover. Productivity and financial returns: Employees can also increase productivity and financial return by investing their employees via career development.

Career development increase employee motivation and productivity, attract and retain valued employees. Growth of employees and career development support is mandated by the Philosophy of HRM.

I personally very impressed by the role of Sweeney a very experienced personnel director especially his acceptance of "The challenge of bringing this company from 1970's Human Resources mentality to the realities."

The HR director should consider the following to retain the employees, which I learned by this case study.

- 1) Employees initiative to participate in cross learning activities.
- 2) Employees initiative to learn and train other people of the organization.
- 3) Employee's willing to work in teams.
- 4) Supervise counselling, to cope with pressure, and sharing is very important.