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we have 3 main dimension of case difficulty.

① Analytical dimension:

The main purpose of the case is to raise the question what the reader has to do with respect to key decision or issue of the case. The analytical task depends on how the decision is presented in the case.

The case may be written with the issue stated, plus the alternatives considered, the decision criteria used the final decision taken.

This kind of case has an analytical difficulty degree of one - in other words the participant task is about as easy as can get on the analytical dimension. But the way, these cases tend to be

resources and give high output.

communication: a good manager can use a smooth communication. use clear communication. communication with employee as a friend.

weakness of HR manager:

only one employee makes it to the higher rung in the organization after several receive training of the position. This breeds a lot of discontentment and dissatisfaction in the minds of the deselected employees. which can give way to bad blood and bad office politics in the organization. The deselected employees stop functioning to the fullest of their capacities resulting in losses. many times these employees search for jobs elsewhere and leave the company.

conceptual dimension.

The conceptual dimension of the case is concerned with the question, what theories, concepts or techniques ~~are~~ might be useful in understanding and/or resolution of this case situation. Concept or theoretical perspective may be contained in chapter or article reading assigned with the case or in the case itself. They may also have been covered earlier in the course or in the other courses. or they may come after the case once the necessity for the theoretical perspective is established through the case.

Like the analytical dimension, the conceptual dimension of the case is divided into three stages degree of difficulties. Difficulty in conceptual sense has two aspects.

dull. most participant in the case learning process recognize that by the time they get a chance to study a case, the situation describe the case has probably been decided in the real life. nevertheless, there is different b/w realizing this and being told so in the case. it is a bit difficult cases when you have already been given the final decision.

The case may be written exactly the same issue, either with or without some alternative provided, but excluding the final decision taken. This type of case is the second degree of case difficulty. This case moves to the third degree of analytical difficulty.

Thus the way, the decision is framed in the case can represent different degree of analytical difficulty for the participant.

of difficulty cases. At the 1st degree of difficulty the case:

- 1) short
- 2) well organized,
- 3) contains almost all relevant information.
- 4) contains little extraneous information.
- 5) is conveyed in a single, simple form. are most often written.

Such case can be quite read quickly and relevant information is accessed easily. Indeed one of the criticisms of the case method is exactly on this point. The argument is that in real life problem and decision do not come to the decision maker is such a nice and clean well organized fashion.

Is it how difficult is the concept or Theory in or of itself?

Participant in the case study process require time to taken to learn what the relevant conceptual or theoretical constructs are and how they might be applied in the context of each case.

Presentation Dimension:

The third educational challenge is a case released to the presentation dimension which provides opportunities to develop skills in sorting and structuring information. It raises the question, "what is really important and relevant information here and what is still missing?"

The presentation dimension is also divided into three degree of

often used in the beginning of course programmes.

A total measure of case difficulties may be established by using the arithmetic sum of three dimensions.

A total difficulty of 3 to 6, for example, range from easy at 3 to medium at 6. From 7 to 9 the case would be on the upper end of the difficulty scale. You may encounter (3,3,3) type of cases that may, at first look, impossibly difficult. Rather than giving up without trying, you will find that the approach suggested in the book will allow you to make a reasonable start, even if total comprehension may not be achievable in the

The case difficulty cube.

Three degree of difficulty along each of the three axes create a cube containing 27-sub cube. Thus (3,3,3) is one where the learner will be challenged to identify the problem, may have difficult understanding the concepts or theories which need to be used, and encounters additional difficulties because the case is long, with a lot of extraneous the case difficulties.

The case difficulty cube.

in contrast a (1,1,1) case is relatively simple and straight forward on each dimension. It identifies the problem and a solution, is simple is concept and contain relevant, clearly presented material. Such case are

HR is one of those performance that we love to hate. If some one ask for an HR HR horror story. There's good chance he/she will have one. why is that? Someone for good reason and some things not. to be fate fair, every occupation has its share of failure.

we fire the people you want to use.

Did we really need to fire that super friendly sales guy who has three sexual harassment complaint against him? That's just his way and every body loves him!

we don't fire the ones you do want us to. why can't we fire the employee who just publically challenged you in a meetings to you've decided you finally why would her year of acceptable

performance review without any performance documentation make a difference? Aren't we an at will employers?

we take all of fun out of work.

whats wrong with a few dirty jokes, and nicknames based on nationality for co-workers? we're just joking HR does not understand how to have fun.

we make people different conversation.
why do I need talk her about the short shorts length of her dress? All you need to do is reissue the dress code reminder memo again that will fix it.

we make people put up with annoying stuff =

Do we really need to move the coffee maker because Bill's doctor says that he is allergic to coffee beans? The new location will be inconvenient for every body. can't he just not breath when its in use?

we often don't share the real reasons behind our reasons.

can't we just tell every one about an employee medical condition? If we

If we don't we will have to deal with other employees saying she is just getting special treatment.

Sometimes we overrule the majority. Yes we know that the one conference room without a window is where we go to talk with recruits and to gossips, but it's also the new lactation room and that takes priority.

To be fair, HR is often far from perfect but it's also the department tasked with resolving the messiest of the messy situations. Before you start your rant about the HR department ask yourself the following.

Did I know the entire story? Frankly you are unlikely to ever hear the entire story even if you think you have.

Have I ask for an explanation? Often just taking the time to ask why a decision was made can be highly

illuminating. Any decent HR professional know the many of our decisions are deeply unpopular and sometimes and sometimes even counterproductive to the culture we advocate for creating.

what separates great HR leaders from the rest.

There is a stark difference b/w a great leader and just a leader, although they both possess similar qualities. And the human resource department seems to be one facing the wrath of being called leaders. Alas! Very few men recognizing the real talent of this department and what an assets they are for a company. more often than not, people often confuse leaders with managers. but there we are helping you see the difference b/w

The two. An HR leaders and a leader of any other department will have some common point of interest but their views and goals for organization are different. Here is the list of things that separates HR from the rest.

1) Patience: The best of the best HR is based to have patience and do take decision in haste. even during the crises a true leaders will look out for the most positive scope of improvement rather than jumping on to conclusion.

2) Knowledge in every aspect: It is impossible for every manager of every department to keep a note of all the latest latest development and adopt them instantly with the team.

Quality skills of a HR managers.
a good HR manager having a vision.

Being able to see the big picture and company goals is a much needed trait for manager.

Developing talent. A great manager not only meets to need of their employees but also sees their strengths and weaknes.

a good HR manager have struggle to learn continuously.

communicating emphetically.

Strength of HR manager.

ethics. It is the big strength of HR manager that he meets with employee in a good way. he used that ethics which do not disturb the employee.

Problem Solving. a good manager is that who can solve the prob problem in a good way means that he have the capability to solve the problem. use less

weakness of HR managers.

1) Lacking strategic perspective.

In general HR leaders were rated significantly more negatively on their ability to anticipate and respond quickly to problems. A number of items noted a general lack of speed and urgency to respond and react quickly.

2) Resisting stretch goals: on a number of occasions we have watched as senior executive ask for a programme process to be rolled out quickly only to have HR respond.

It takes more times than that we need to slow the process down while at times that is necessary advice, too often it is the 1st response given by HR without considering what could be done to speed the process and move quickly.

QNO 3: conclusion of the article.

There are two ideas one is generating and second is implementing ideas. The diverse team 1st of all generate ideas and then observed through experimental studies then making decision for implementing of the idea. There are many team make creativity through inherent social conflict and decision making in this whole process leadership is common factor. They are fundamental resource for organization all the group members does their own work and help with one another

time achievable.

Understanding the difficulty cube position of a case allows you to allocate preparation time appropriately. A (3,1,1) case obviously needs more time on the analytical dimension. Then the other two dimensions A(3,1,1) case require significant concentration on the conceptual dimension and may be thought of as "a short needed long think" type of case. A(1,1,3) case needs a major information sorting and specifying effort. A(3,3,3) case will require an extraordinary amount of time and effort on all three dimensions.

with the help of working they make creativity and moreover the relations b/w diversity and creativity is linear but diversity is more beneficial.

The decision taking power is based on following factors like genders and age, race etc.

They totally depend upon values and ability. The demography of deep level diversity focus on understanding of human diversity. The focus may be bright or dark.

There are main role for creativity is sharing knowledge. diversity

will not enhance creativity if we not share our knowledge. The social network enhance creativity more. The diversity training is more necessary for enhance creativity is both interesting and important. There many other factor to drive creativity.

The main point is that external communication is more strongest factor for creativity. we can improve our creativity skill to enhance creativity. for this we need for diversity and creativity is to select employee.

Q no 4

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Remedies which are proposed by authors for making relevant in modern organization.

- i) Set The Agenda: like any other function, HR must show why the issues and it has sensible addresses matters to the business and that it has sensible way to manage them. A few year ago

can be highly effective.

Performance management: forced ranking improved by executive who thought supervisor were fought enough in their evaluation. was the range about a decade ago. Now most companies (including GE, where the practice ~~bec~~ became famous) are stepping away from it as they realize what HR has long known. Supervisor need the training the time and the incentive to have serious conversations with subordinates about performance and growth.

HR should be in front of every one of these issues, saying here how we should be managing

The head of HR leading corporation
Someone survived lots of re-structuring
was asked about the key
to his success. He said, I do whatever
the CEO wants.

2) Recruitments - HR understand
that structure interviews helps
identify the best candidates.
Yet many organization allows
managers with no trainings in
interviewing to go their gut in
asking questions and deciding whom
to hire.

Flexible work arrangement:

line managers who want to
retain control often resist flextime
and working from home. But HR
leader knows that these arrangements

This task and here the evidence behind that view.

Acquire business knowledge.

HR has (and should have) deep knowledge about workplace issues. but it should also bring 1st. but it also first rate analytic minds in to the functions. to help companies make sense of all their employees data and get the most from their human capital.

Highlight financial benefit.

During the tight labour market of the 1990s. HBR article described how the HR teams Sears-Roebuck had demonstrated that

Improved employee attitude led to a better customer experience and in turn, to higher store profit. Few HR Department since have felt compelled to make sense any of their practice could drive profit. Many don't calculate ROI, even though other functions have been expected to do so for at least a generation. That just feeds into business leaders view of HR as a cost center where the goal is always to cut, cut, cut. No doubt most HR department initially caught off guard by question about whether practice such as expected and rotational assignment actually pay off.