

Powermet Ine



Brand: Mehta Solutions

Product Code: case194

Weight: 0.00kg

Price: Rs500

Short Description

Powermet Ine

Description

Powermet Inc CAST STUDY solution

Read both case 1 and case 2 given below and answer the questions given at the end :

CASE I

Powermet Inc, has encountered difficulty over the last few years in filling its middle - management positions. The company, which manufactures and sells complex machinery, is organised into six semi - autonomous manufacturing departments. Top management believes that it is necessary for these departmental managers to know the product lines and the manufacturing process, because many managerial decisions must be made at that level. Therefore, the company originally recruited employees from within. However, they soon found that employees elevated to the middle - management level often lack the skills necessary to discharge their new duties. A decision then was made to recruit from outside, particularly from educational institutes with good industrial management programmes. Through the services of a professional recruiter, the company was provided with a pool of well qualified management graduates. Some of them were hired and placed in lower management positions as preparation for advancement to the middle - management jobs. They all left the company, however, within two years of their recruitment. Management reverted to its former policy of promoting employees from within and experienced basically the same results as before. Faced with the imminent retirement of employees in several key middle - management positions, the company decided to call in a consultant who could suggest solutions.

Questions :

- (a) What are the problems of recruiting in this company ?
- (b) If you were the consultant ; what would you recommend ?

CASE - 2

Hari is new as a manager. He has been recently promoted to this position to head a small department, having previously worked as an administrative assistant. He has worked for two separate organisations. Generally, his experience of appraisal has been pleasant. He feels that this has been largely because of the positive attitude and feedback skills of his bosses. He felt that his last appraisal interview as an administrative assistant was mutually helpful and motivating. Now he is determined to follow this example with his own staff as an appraiser. Annual appraisal time is approaching, and he discusses this with Girish, another manager, over lunch. Girish has been in management for a number of years. He obviously sees the annual appraisal process as a routine affair to be discharged as quickly as possible. "I use the same form each year", he says, "it's a system of boxes which you tick. You just assess each member of your team against set criteria. I will give you a copy if you want." This sort of approach left Hari feeling deflated and despondent. Hari tries to convince Girish that appraisal interviews are mutually beneficial to the boss and appraiser and also to the organisation.

Questions :

(a) Put yourself in Hari's shoes. How would you convince Girish ? Justify your answer specifically related to this case.

Details

1. Case study solved answers

2. pdf/word in 24-48 hrs

3. Fully Solved with answers