

International Human Resource Management



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Short Description

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Description

McDonalds Corporation, the fast food hamburger giant, has experienced immense success around the world. The secret to its growth and profits is based on product consistency and uniformity. The product and the service is the same the world over. This tight consistency is achieved through bureaucratic control.

Rules and regulations are the byword at McDonald's. Every task is done in the same way in every store. To enforce the standardisation of operations, McDonald's has a well defined organisational hierarchy. Field service managers and inspectors visit each store regularly to assure compliance with standard operation procedures. Each store has a well defined division of labour.

Analysts have broken down every job into its smallest steps and have then automated the entire process to further assure that individual workers won't get creative about what fixings should go on a Big Mac. Assistant managers are assigned to cover each shift and crew leaders are responsible for certain time periods, such as breakfast or lunch. Each employee knows exactly what to do. Trainers are assigned to teach each new worker precisely how to perform their assigned tasks.

Trainees soon learn that, at McDonald's, standards are more important to the maintenance of operational effectiveness. Management at McDonald's has created effective mechanisms for work coordination, such as a detailed organisation structure and provisions for standardised services by corporate staff members in such areas as advertising, public relations, and operations.

Area field consultants visit each store on a regular basis to be certain that every franchise conforms to all of McDonald's rules and regulations. Since McDonald's operates in a relatively stable environment, employing basic technology that has remained quite constant for the past fifteen years, the bureaucratic, mechanistic mode of operation is ideal.

At McDonald's, the adherence to the bureaucratic process is not seen as a negative concept, but a positive one that spells continued consumer satisfaction and continued business success. Proof that bureaucracy works for McDonald's is found in 1993 year-end financial numbers: (1) revenues were up over the preceding year by 6 per cent to \$7.3 billion? (2) net profit was up 13.7 per cent to \$1.0 billion? and (3) total return on equity rose to 21 per cent.

Answer the following question.

Q1. Discuss the advantages and disadvantages of the various forms of departmentalization?

Q2. What are the strengths and weaknesses of a bureaucratic organisation?

Q3. How does downsizing make firms more competitive in the global arena?

Q4. Compare and contrast bureaucratic control with clan control. Which is better?

Q5. Discuss the strengths and weaknesses of budgeting?

Q6. How can a manager make control systems more effective?

Details

1. Case study solved answers

2. pdf/word

3. Fully Solved with answers