

Dean blake's case study analysis

Business



Strategy presents a general direction set for the company and its various components to achieve a desired state in the future.

This results from the detailed strategic planning process. QUESTION ONE The word "strategy" is derived from the Greek word "strata's"; stratus (meaning army) and "ago" (meaning leading/moving) Strategic human resource management is essential in both large and small companies. In small companies, this may be as simple as the owner or manager taking a little time every day to observe, assist, and assess employees, and provide regular reviews.

Larger companies may have a whole department in charge of human resources and development. By meeting the needs of the employees in a way that also benefits the company, it is possible to improve the quality of staff members.

Taking the effort to provide employees with the tools they need to thrive is worth the investment. Also, through strategic decisions, there is the shaping of the Knowledge, Skills, Abilities and Other Characteristics (KSAs) of the workforce based on the vision and goals set by the organization in its strategic decision making process.

Strategic human resource management is designed to help companies best meet the needs of their employees while promoting company goals. Human resource management deals with any aspects of a business that affects employees, such as hiring and firing, pay, benefits, training, and administration. Human resources may also provide work incentives, safety procedure information, and sick or vacation days.

Strategic human resource management is the proactive management of people. It requires thinking ahead, and planning ways for a company to better meet the needs of its employees, and for the employees to better meet the needs of the company.

This can affect the way things are done at a business site, Improving everything from hiring practices and employee training programs to assessment techniques and discipline. Companies who work hard to meet the needs of their employees can cultivate a work atmosphere conducive to productivity. Human resource management Is the best way to achieve this.

Being able to plan for the needs of employees by thinking ahead can help to improve the rate of skilled employees who chose to remain working Tort a company.

Improving ten employee retention rate can reduce the money companies spend on finding and training new employees. Human Resource Management (HARM) should never be a driver in determining business strategy, but a case could be made those HER policies or constraints could hinder strategy, but only long enough to change the HER policy. Suppose HER has a policy to only hire applicants who are college graduates (they are an engineering firm). Management decides to embark on a new strategy of constructing some of the units they have designed.

The HER policy would work for the construction manager, but not for the welders, pipettes, electricians, painters, insulators, etc.

That they would need to complete such projects. Hence, the HER policies and constraints adopted by organizations to a great extent influence and affect the success or failure of the overall strategy of that organization. QUESTION 2 Strategic management and decision making in organizations are critical in identifying and addressing problems and issues that arise in organizations.

The Problem identified in this case hinges on gross inability of the new dean (Blake) to mobilize the staff of the institution to carry out his strategic plans. The existing rift between the dean's office and the aggrieved staff brought the administration of business to a ritual 'ground zero'.

It is important that the following factors be associated with the causes of these problems; Firstly, Dean Flake's immediately convened a Strategic Planning Committee without first 'studying the situation in more detail' as he promised during his interview.

It could be said that, the desire to initiate plans rather than affect the right ones was the bane of Mr.. Flake's challenges. Given that, all workers were used to the existing status quo and were probably comfortable to some extent, from strategy point of view, there was bound to be reactions and resistance to the abrupt change in strategy without due consultations with grassroots and senior staff members. Secondly, Flake's adopted the committee's recommendations without recourse to the administration.

Broad consultations during a strategic reformation are critical to the success of the strategy. There was the tendency for other staff members to isolate themselves for fear of being seen as standing in the way of their new boss. Thirdly, Dean Flake's introduction of the intended change in the strategic
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direction in the Old State University was too soon and appears not to have undergone a thorough critique on the risks of its implementation vis-à-vis the existence of the previous strategy. More so, Flake's inability to communicate his vision / plans to the faculty contributed to the problem.

One would think that, Blake was not on the same page with his supporting staff in terms of his strategic direction and current vision.

Lastly, Flake's refusal to consider promoting internal staff to fill the five vacant positions but rather recruiting new ones was a setback to his HER management. While there will always be an employee or two who are aggrieved about the new direction of an organization, it is incumbent of management to manage those expectations in order to rightfully motivate those employees.

It appears it wasn't the case. QUESTION 3 I en process AT strategy Translator starts Walt Ana critically appraises on, ten appraisal of the external and internal environment of an organization. The strategy adopted by Blake was to move in a new direction by exploring new markets.

He wanted to be an innovator and entrepreneur. This is buttressed by his enthusiastic endorsement of the report of the committee which focused on targeting a particular demographic to tailor its courses to suit them.

Based on the committee report, the younger section of the population between the ages of 18-22 years was shrinking and for that matter, looking ahead into the future, a more sustainable strategic approach to attract the very best of the students as well as the most market was to target adults.

While the strategy sought to segment its market by focusing more on adults it also sought to provide flexibility for both the undergraduates and adults through the evening schools.

Furthermore, Blake's strategy also sought to reach out to potential students both at the undergraduate level and the MBA level through the various campus locations that were made available.

The strategy was also the effect that, many more locations were being explored to ascertain the viability of offering degree certificates. Not only were there widespread locations where as it were these pilot locations were being tried but also there was the introduction of a great lot of new courses such as arts, healthcare management and public administration at the same time in these areas as well.

The HR policies are the rules and guidelines set in place by management to recruit and manage human resource. The criteria set by Blake sought to approve managerial experience, a willingness to teach night courses, travel across cities to offer coursework, an ability to work with management practitioners on continuing education training together with special projects and previous experience in teaching executives. The policy could be judged 'flawed' given that, most of the elements in the policy were to the disadvantage of the existing staff.

Just as they rightly complained in the case, some did not have experience in teaching executives cause it was newly introduced while some tenets in the new strategy would require additional work and efforts with no guarantees of additional incentives. In all it could be said that the HR policies did not

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really do a good job in supporting the comprehensive strategy put forward by Blake. There was no addressing of the grievances raised by the existing staff concerning the perceived additional duties that would be required of them.

In all of this it appeared the careers of a number of staff stood threatened based on the requirements of the new strategy. Hence the HER leslies did not support, neither did it reinforce the organizational strategy.

It should be possible for internal staff to be promoted to fill in vacancies. This is necessary because internal recruitment has the tendency to appease some of the existing staff that will qualify for the new posts.

QUESTION FOUR In order to evaluate Dean Blake's work, it is important to identify the reasons for his appointment. The case indicates that the former Dean Barnes ' had not led the School of Business in any new directions and had basically concentrated on doing the same things better'. This alludes to the fact that the search for a new dean was in view of exploring new markets / areas that will possibly put the School ahead of competition.

In the light of the above, Dean Blake's moves are in the right direction.

His mode of implementation is a winner-ten problem. Dean Blake, when he took office, immediately convened a Strategic Planning Committee without first ' studying the situation in more detail' as he promised during his interview. * Blake personally adopted the committee's recommendations without recourse to the administration. Dean Blake introduced the recommended changes in the strategic direction in the Old State University

without any discussion with and involvement of the faculty members. Blake did not consider promoting internal staff to fill the five vacant positions but rather sought to recruit new ones to the displeasure of the old staff.

* Due to the above, there was a lack of fit between Dean Blake's strategic decision and his HER management policies. Recommendations: To successfully implement change, certain forces in the change process must be identified and used. Donald R Brown (2011 p. 47) identified these forces as advocates of change, degree of change, time frame, impact on culture and evaluation of change.

According to Needle and Dustman (1980) the guidelines to implementing change include the following: * Motivate in order to achieve changes in behavior by individuals * Manage the transition by making organizational arrangements designed to assure that control is maintained during and after the transition and by developing and communicating a clear image of the future * Shape the political dynamics of change so that power centers develop that support the change rather than block it * Build in stability structures and processes to serve as anchors for people to hold on to - organizations and individuals can stand so much uncertainty and turbulence, hence the emphasis by Quinn (1980) on the need for an incremental approach QUESTION FIVE A Composite aspect of the implementation of strategic management is the process of change. According to Armstrong (2005), managing change during this transition state is a critical phase in the change process.

One major problems associated with the implementation of new strategies include the resistance to change. In overcoming the resistance to his plans and strategies, the HRS role is critical. HER should be in the position to provide help and guidance in analysis and diagnosis, highlighting the people issues that will fundamentally affect the success of the strategies and programs. Secondly, in dealing with resistance to change, there is the need to lend support to affected workers or people in the organization. Showing support could be expressed in ways such as expressing confidence in subordinates and peers involved whiles providing coaching to help them overcome difficulties during the transition.

In overcoming resistance to change and strategy in organizations, management must seek to address personal concerns shown by employees.

Most organizations justify the need for change by telling their employees-the ultimate users of the change; all of the wonderful things the change will mean for the organization. This is a poor approach in that; it stops short of addressing individual concerns and grievances harbored in the workers. As agents of change, it should be the priority of management to deal with the personal concerns first and focus later. Also there is en need to make ten change local Ana concrete. Eaten organizational changes are responses to some sort of threat.

If that threat is seen as more relevant to distant outsiders than to the people in the organization, or if the threat is presented in the abstract, then the targeted people will have little motivation to change (Leisurewear, 2007).

Furthermore, overcoming resistance to change involves avoiding the possibility of overloading employees or people. While connecting with people's emotional side, it is important not to overload with too much. People can attend to only a limited number of things. Scholars sometimes refer to this as the "finite pool of worry" (Lentive and Fischer, 1991). Change expert Daryl Connors (1993) likens this to pouring water onto a sponge. At first it appears to absorb the water only for water to run off at a point when the sponge is full.

Lastly, management must be aware of the pros and cons of the change. Not all changes are equal.