

# Case study assignment



**ASSIGN  
BUSTER**

Executive and managerial planning for Busch-Astrakhan The founder of the Busch Group, Robert Busch , described an important value of the HER philosophy of the company:” It is my intention, apart from the alleviation of all kinds of suffering, to promote the moral, physical and intellectual development of the people” which is greatly integrated into the employee development in the Busch.

Based on the company international executive and managerial planning and country- specific situation, this article will plan and reason the number in a chart for the true eight-year executive and managerial planning in Astrakhan. An action plan related to the managerial staffing target will be provided. The MEME of the Busch Group for Astrakhan, a country with relatively small population and only 4 percent of the population holds a university degree, met four main problems. ) The labor market for qualified and specialists is very small. 2) The production sites are located n rural places which are hardly attractive to qualified employees. 3) There is growing demand of expatriates for the diesel site. 4) Russian is used in everyday business by most of the people in Astrakhan. In order to resolve these problems, the human resource manager has to make a plan according to the Busch employee development scheme.

In Busch, the first typical staffing policy is that the managerial promotion of employees is mainly from within Busch rather than from outside. For this principal, most of the employees of the manager level in Astrakhan should be expatriates. Second, the Busch headquarter constructed a complete and functional promotion procedure for the development of employees called “ manager development plan” (MAD). Employees with outstanding

performance in Astrakhan will be hectically prepared for the next management level.

Third, the promotion is directly connected with mobility potential as well as willingness to take on international assignment. This means the work experience in Astrakhan will be helpful to career advancement. As a result, in spite of the tough work condition in Astrakhan, these international HER management policies facilitates not only on company business side but also on employees' development side. Based on the policies and Astrakhan specific situation, I develop an executive and managerial planning chart for future eight years.

External hires are mainly from qualified local people who meet the requirement of the lower management level, are familiar Ninth local condition and have language strengths. At the same time, compare with the other sources, they are low cost. However, the qualified and specialists in Astrakhan is very small, external hires are limited and not as many as expatriates in low management level. In order to solve this problem, we can hire people from Russia, located close to Astrakhan and share the same business language. I set a few external hires in the middle management level 2007-2010 because there still has few local talented people who have the same international managerial experience and more familiar with Astrakhan's culture and situations. 2. All of Junior managers JUMP) are set in lower management level.

Since the case mentioned that the goal of the program is to recruit Junior managers with the potential to assume a middle management position in 6-8

years. They stay in Astrakhan for about six-month (Short-term) to train a common set of worldwide standards, experiences and activities and then go back to Germany. 3. For local MAD members who show an above-average development potential and have already been familiar with both local environment and company cores are more likely to get the position of middle and upper management level than of lower management level. The target of the MAD antedates is to promote into the next management level in no more than four years : long-term).

Some of the local MAD members in middle management level 2011-2014 are from those of lower management level 2007-2010. For upper management level, local MAD members are the ideal choices for all aspects such as capability, experience and environment familiarity. 4. Because labor market for qualified and specialists in Astrakhan is very small and the rural locations hardly attract local employees, more expatriates are needed than other sources in lower management level. For example, it is a good opportunity for associates and supervisors who performed well from headquarter and divisions to gain managerial experience outside. In addition, expatriates show more loyalty to the company which is good for organizational control.

Expatriates stay in Astrakhan at least eighteen-month : middle-term) to meet the demand of technical shortage. However, they are not the best person for upper level because of the language and familiarity concerns. Action 1)

External hires: qualified employees from local and neighbor states In order to attract local employees as many as possible, the Busch can offer them higher insemination compared Witt local companies. Local candidates can also attend training with other expatriates to broaden their vision. In

addition, due to the little mobility, local employees are more suitable for long-term work in their home country. Personnel exchange to other country is not necessary. ) Programs UMP): According to talent management policy, the target for Junior managers' work in Astrakhan is to increase their managerial skills and experience. Six-month rotation arrangement for each batch of JUMP is preferred. In my plan, about two to three noir managers will be transferred to Astrakhan semi-annually within future eight {ears. Training focusing on managerial practice and work under middle managers should be provided for the purpose of worldwide standards. 3) Local MAD members: Most of local MAD members are from Germany who had outstanding performances n headquarter and worked in Astrakhan for couple of years. They need to stay in Astrakhan for about four years (long-term) in order to promote into the next management level.

Culture awareness programs and language training are necessary before the international assignment. 4) Expatriates: employees and managers from headquarter and divisions A majority of these expatriates are assigned due to technical, process expertise and management experience. For the first four years, part of the personnel needs is due to the fast growth of diesel division. Expatriates have to stay in Astrakhan for 3 years. For the smooth transition, new expatriates to Astrakhan should be separated into small batches to match the expatriates' return and retirement. After assignment's completion, they will go back to headquarter or their home countries. Culture awareness programs and language training are provided in advance.