

Mining service case study analysis

[Business](#)



Then two strategies will need to propose to solve the issue. Performance culture model and alignment strategy are the two strategies have been selected for the HRS issue. Feasibility, fit, cost, acceptability are the sub-heading of evaluation for those two strategies.

After evaluated and compared, the key strategy for the HRS Issue Is the alignment strategy. Finally, three recommendations have been given on how alignment strategy should be implemented with justifications. 1. 0

Introduction The case study relative to the report is about a company called Consolidated Global

Mining Service (CAMS) which is not only a well-respected service company but also a major manufacturer of custom-built mining equipment. During the global financial crisis they were seeking solution to control the crisis. The solution that they have come out with Is using redundancies and layoffs to downsize (Wallet.

2010). CEO of CAMS has found that their company have several problems faced with. The purpose of this report is to analyses the case study and explain the issues or problems by using the human resource management theory. Recommendations will be provided on how to solve those problems.

2.

Identification of Problems/losses 3.

1. Non – HRS Issues Base on the case study, the non-human resource Issues will be the global financial crisis, demand for servicing has Increased and the serious problem of cash flow due to a severe contraction in sales.

Environmental changes such as rapid change, rise of the internet, workforce diversity, globalization, legislation, evolving work and family roles, skill shortages and the rise of the service sector, and natural disaster will influence organizational performance but largely beyond the control of management (Gomez-Mejia, Balkan & Carry, 2010) . . HRS Issues Work Imbalance was found In the case study where some areas have employees more than the actual needs and not enough in others.

Secondly, people are working with loose supervision. Human resource management is the function in an organization deals issues such as compensation, hiring, performance management, organization development, benefits and so forth (Simons, 2011). Thirdly, develop some strategic decision for utilization and protection of the human capital. Changed strategies are responded to perceived change and power trigger of organizational change (Helms _ M Ills, Dye M

Lastly, ten last HRS Issue Is ten needs AT managing of organizational restructuring for the company to take advantage of the inevitable upswing in the economy. Managing organizational restructuring is included in HRS – the big issues (Stone, 2010). 3.

3. Most important HRS issue The most important HRS issue regarding to the case study would be develop some strategic decision for utilization and protection of the human capital. The human capital has taken the company a long time to develop and once they lose it their people will go to their competitors then it will be hard for them to get it back again Weight, 2010).

More and more organization recognized that their people are a source of competitive advantage (Caber, 2003). The more that human resources as a key resource base, the more important is the strategic impact that HRS can make and this is emphasized in HRS role in handling with challenges apparent in the service sector (Holland, Sheehan, Donahue, Raman & Allen, 2012). Human capital is the important resource for the company so it is possible that the most important HRS issue for the case study is to protect the human capital.

3. Strategies and evaluation 4. 4. Strategies There are two strategies provided to solve the most important human resource issue which is identified in the previous step. Firstly, one of the commonly used HRS model is performance culture model which is appropriate for the issue adjusted before.

HRS undertakes the responsibility for shifting the entire corporate culture with result in every single way of it enhances performance and results; the net result is that excellent people practices become a sustainable competitive advantage (Sullivan, 2010).

The second strategy addressed to the issue will be Aligning strategy. Effective communication of strategy within an organization is one of the key elements of strategic alignment. Strategic alignment has tools such as real-time strategic performance dashboards for operations, engineering and management which can help bottom-line business improvement performance (Barr & Cook, 2008). 4. 5.

Evaluation 4. 6. 1. Feasibility If HRS can influence the entire organization successfully by applying the performance culture model then the impact will be high for the issue.

This strategy takes the ‘captain of the ship’ approach to employee performance.

It is appropriate for firms that operate in a highly competitive environment and that wish to be number one in their industry in employee productivity SST (Sullivan, 2010). Strategic alignment requires the careful and deliberate top-down data gathering, analysis of strategy throughout the organization and the bottom-up method to the implementation of the appropriate, important strategic measures (Barr & Cook, 2008). Both strategies are feasible for the organization. 4. 6.

2.

Fit The structure of HRS must be changed to be a consulting organization; Compensation, circuiting and employee relations are traditional ‘doer’ functions and before providing advice and metrics they must reorganized completely (Sullivan, 2010). Once the firm reorganized and HRS structure has been change to consulting organization, the performance culture model will fit for the organization and help them to improve the performance and results. Significant attention to managing change required canalling In anyone AT ten Toweling Doctors to affect netter strategic alignment.

Those factors are legacy organizational structure, culture, processes and performance measurement systems (Barr & Cook, 2008). CAMS has an

informal organizational culture where the informal elements of the organization are frequent points of diagnostic and intervention activities in organization development, through the formal elements must always be considered as well because they provide the context for the informal (Quick & Nelson, 2011).

So it aligning strategy fits better than performance culture model for CAMS.

4. 6. 3. Cost The largest budget for performance culture model will be base on HRS consulting, strategic planning, forecasting, metrics, WRIT and workforce planning. On the other and, all traditional transaction and ' doer' HRS functions will be seen as the lowest budget of performance culture model (Sullivan, 2010).

Aligning strategy requires different tools to help with the improvement which may need large amount of budget on it. Compare both strategies in cost that performance culture model has more accurate budget information for the organization to consider. . 2. 4 Acceptability It is clear for people in assuming the role of strategic leader in increasing employee productivity that will do what strategic leader do and take responsibility for movements across all business departments. As it becomes a consultant and expert, its visibility will be increased by HRS throughout the organization (Sullivan, 2010).

For performance culture model, managers and employees may not be willing to accept the responsibility for ' owning' people issues.

Strategic alignment in mining operations is a difficult construct to measure but is important to the operational excellence and improving business performance. Using strategic alignment tools such as real-time strategic
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performance dashboards for operations, engineering and management can help bottom-line business improvement performance. (Barr & kook, 2008). 4. 6.

Conclusion Two strategies with regard to the most important HRS issue have been indicated and evaluated above. Both strategies have been compared and evaluated with four sub- headings which are quality, feasibility, fit and cost.

Performance culture model is feasible, fitted with neutral cost which will result in excellent people to become a competitive advantage. On the other hand, strategic aligning is critical to effective strategic execution and good business performance throughout a mining organization. 4.

0 Recommendation 5. 7. Use balanced scorecard methodology 5. 8. 4.

It is a critical tool used in strategic alignment which gives the structure for determining financial and nonofficial measurements of importance across an organization.