

Tanglewood case assignment



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Tanglewood Case - Assignment #1 (Case 1) - Due Week 2 | Objective | The goal of Part 1 is to help you learn more about the basic environmental concerns the Tanglewood Department Store chain is facing. This information will help you to understand how competition, strategy, and culture jointly form the effective development of a selection plan. Assignment Specifics | In this assignment you will be concentrating on staffing quantity and staffing quality strategies for Tanglewood. To begin the assignment, refer to Exhibit 1. 7 in the textbook.

You will see that the Exhibit indicates a series of strategic staffing decisions: nine pertaining to staffing levels and four pertaining to staffing quality. Donald Penchiala, the Director of Staffing Services, is interested in your opinions about each of these decisions as each pertains to Tanglewood. Review the textbook material that discusses these thirteen decisions, and the material you have read about Tanglewood. Then consider each of the decisions and indicate which way you think Tanglewood should position itself along the continuum and why.

For example, the first decision is to develop or acquire talent. Indicate whether you think it is best for Tanglewood to focus more on acquiring talent internally or externally, and explain why. Repeat this process for each of the 13 staffing level and staffing quality dimensions. Grading | 100 points

possible * Case Description/Introduction (5 points) * Identification of business strategy/goals (20 points) * Discussion of 13 Strategic Staffing Decisions (65 points, 5 points each) * Conclusion/Summary (5 points) Format/Paper Quality (5 points) Tanglewood Case - Assignment #2 (Case 3) - Due Week 4 |

Objective | Recruiting is the first stage in which organizational plans for

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staffing come into contact with the labor market for employees. Before making any new recruiting effort, an organization needs to carefully consider the methods available and balance out the costs of each method with the organization's needs. Part 3 provides an opportunity to see how staffing managers develop plans for recruiting efforts.

You will develop a recruiting strategy and a recruiting guide for the store associate job. The case also demonstrates how you can use organizational data to determine what the best methods for recruiting are. Finally, you will have an opportunity to develop various forms of recruiting messages that will encourage individuals to apply for jobs as sales associates at Tanglewood. Assignment Specifics | Analyze the information from the recruiting data and prepare a report showing the results of the analysis for your director. 1.

Start by developing a recruitment guide like that shown in Exhibit 5. 3 in the textbook. Note that the current situation differs from the example provided in the book because there is no specific timeline for hiring; this is a continuous recruiting effort because even as positions are being filled, new positions are becoming available. It is also different because Tanglewood does not have a specific list of minimal educational requirements as qualifications. 2. Describe the best " targets" for your recruiting efforts by considering the job and organizational context.

Evaluate the various methods of recruiting in terms of whether they seem more like " open" or " targeted" recruiting, using the information in the book to help you make this decision. If some methods seem more " targeted,"

whom do you think they target? 3. For each division use the data tables provided in Appendix B to estimate how each method fares in terms of yields and costs. Provide a one-page summary of the essential results of the various data tables you have been provided. Northern Oregon has suggested that the other divisions of the company use a policy of using kiosks and staffing agencies rather than using the more “touchy-feely” method of relying on referrals. Does this division have a point? What would the effect of other regions increasing their use of external hiring be? 5. Tanglewood’s top management is highly committed to improving customer service quality, and proposes that simply finding the cheapest way to hire is not sufficient.

Besides costs and retention, what other measures of employee performance would be good “bottom line” metrics for the quality of a recruiting method? How might the managerial focus groups’ concerns fit with these alternative considerations? 6. The question of realism in the recruitment policy has been raised in focus groups. Write one paragraph proposals for targeted, realistic, and branded recruiting messages for Tanglewood’s customer store associate positions. What are the traditional arguments for and against using realistic recruiting policies? Grading| 20 points possible * Case

Description/Introduction (5 points) * Development of a Recruitment Guide (10 points) * Describe the best “targets” for their recruiting efforts by considering the job and organizational context (20 points) * Estimate how each method fares in terms of yields and costs (20 points) * Northern Oregon’s suggestion for other divisions (20 points) * Other measures of employee performance that might be good “bottom line” metrics for the

quality of a recruiting method and how the managerial focus groups' concerns might fit with these alternative considerations (20 points) * One paragraph proposals for targeted, realistic, and branded recruiting messages for Tanglewood's customer store associate positions (20 points) * Conclusion (5 points)