

Task a mini case study 1

[Business](#), [Employment](#)



TASK A — MINI CASE STUDY 1 Questions relating to the Mini Case Study *

Question 1. * In your opinion, what problems will Ann Turnbull probably face?

* Answer 1. Possible problems which Ann Turnbull will face: 1. Employees who left to work overtime, dissatisfaction. 2. Tony malignant behavior in the future. 3. Dangers to Ann's reputation in the future. 4. Other employees can follow Tony's behavior example. * Question 2 * Considering elements and principles from this subject, what approach would you recommend Ann uses in giving instructions? * Answer 2. Ann should stay calm and confident, she need to show to other employees that she is the only person, who is making the main decisions. She should talk politely even then when her employee is not professional in his words. Possible plan for the problem: 1. Identify the real problem; 2. Find the reasons of the problem; 3. If it's necessary to talk with each employee about the situation; 4. Instructions should sound like offer with gratitude and docility. 5. Instructions should sound like motivation for the future. The first step is to hold a meeting (an informal affair) with the employee. You explain where the employee is falling short, what standard is not being met, and discuss the matter fully to see if the reason for the poor performance can be established. The important thing is to establish to cause — if you don't know the cause, you cannot treat the problem. Treating the symptoms is a useless exercise — the problem will not go away unless you treat the cause. Whatever the cause, Ann have to try to find a mutually acceptable way of dealing with it — it may be training that is required, it may be that you have to refer the employee to an outside body. At the end of the counseling session, the employee must be warned of the consequences of failure to improve where such warning is appropriate. Bear in mind that the

aim of the counseling session is not to punish the employee, but to assist him/her to recognize and overcome the problem. There is no rule of thumb regarding how many counseling sessions are required before dismissal, nor how much assistance or training must be given before dismissal, or demotion to a lower position which the employee can handle. It will depend on many factors, such as length of service, how long has the employee been doing the job before he started screwing up, the nature of the job, the extent of the employee's willingness to co-operate and help solve the problem, what effect the poor performance has had on the Company, and of course the nature of the poor performance itself. In the counseling session, Ann must be specific — it is not acceptable to state that the employee is "not making the grade" or "is not doing the job properly." The specific problem area must be defined and discussed in detail. It is no good telling the employee to "pull his socks up" or "get his act together." Be specific about what improvement is required, what standard is required to be met, in what area and by when. The counseling process is termed as "evaluation, instruction, training or guidance." Generally speaking, and considering all the facts of the matter, Ann should spend as much time as is reasonably expected to show that the employee was afforded all reasonable opportunity to rectify the matter. Obviously, if the poor performance is causing major operational problems, Ann will have to inform the employee that he has only a limited amount of time to rectify the matter before action is taken. * Question 3 * In your view, what action should Ann take when Tony arrives for work tomorrow? * Answer 3. Firstly she has to inform him about the personal meeting. Secondly, she has to prepare a plan for her conversation with Tony. During all the meeting

stay calm and confident about everything what she talking about, especially when she trying to explain Tony's mistakes and wrong behavior in front of her and others employees. She should apologize if she was talking too aggressive with Tony, but she have to make to understand him, that sometimes there is a situation, which is not mention in a workplace agreement and it must be resolved immediately. That's why sometimes a decision is not very pleasant to hear. But these situations are showing how good we are in a team work with a unexpected situations. * Question 4 *

How should Ann have handled Tony's refusal to work overtime? * Answer 4

The fact that overtime work is not mentioned in the workplace agreement is very important to remember for both sides (for employee and for company too). It means that every time when there will be a question about the overtime both sides should know that there can't be abuse of duties or responsibilities. So by law and by workplace agreement similar situations should be offered like a possibility and the employee have a right to say now it he's right. But if it's necessary for the company, in the workplace agreement should be a line about the overtime work, conditions and payment. Motivation is the only why how overtime work could be used in the company.