

Final Project

Overview

For this Final Project you develop a set of HRM recommendations for a fictitious, scenario organisation that will be assigned by the Faculty Member that contains the three primary assessment elements. You are expected to adopt a critical approach to the way that you analyse the scenario organisation and make recommendations for change. You present the recommendations as a consultancy report that addresses a transition described in an

Assigned scenario.

Based on the assigned scenario and Individual Assignments from the units, students will prepare the first section of the HRM Consultancy Report, an analysis of the potential people management issues at play in the chosen scenario organisation which should include the following elements:

Describe the scenario organisation and its upcoming transition: If your selected scenario provides options, explain the options that you will address. For example, in the Akbar scenario, Mr. Akbar and his son have the option to leave or take on senior management positions. If you chose this scenario, state which option Mr. Akbar and his son will take.

You may also wish to suggest additional choices not mentioned in the scenario brief and creatively provide other details as you describe your scenario. In addition, you may provide further context/details and selected options for your scenario, either based on your own experience and/or other case examples with which you are familiar. Just be sure to address the implications of these details as you propose solutions in Section 2 of the HRM

Consultancy Report Scenarios:

1. An acquisition

Akbar and Sons, launched and headquartered in the United Arab Emirates (UAE), is a family-owned oil company with a rich tradition of social responsibility. BP Oil acquires Akbar and Sons. BP will send senior managers to the UAE Akbar headquarters for 3-6 months. After that, current Akbar managers will need to travel frequently to the UK where BP will oversee operations. The average age of Akbar employees is 46. Through working together for several years, they have become a very close team and all share a common Islamic faith. BP retains all Akbar employees and Mr. Akbar and his son have the option to leave or to fulfil senior management roles within the BP organisation, frequently travelling or relocating to the UK.

2. Lanx, a UK-based, textile-manufacturing firm is opening a new plant in Delhi, India. Lanx has enjoyed marked growth in the UK and determines that it can reduce long-term manufacturing costs by having a presence in Delhi. Selected current Lanx managers, who are all UK nationals and have worked in the UK-office for more than 5 years, will relocate and manage Delhi employees onsite. The selected Lanx managers were chosen for their company experience, performance record and ability to lead diverse groups. However, none of the selected managers has had extensive intercultural communication training.

3. Starting a new product or service line that will require new kinds of employees Prochurus and Garner, a large, US-based consumer goods company is to launch a new cosmetics line that targets Latinas and is sold exclusively via network marketing. The consumer who will be interested in selling the cosmetics via network marketing is a 24-year-old, Spanish-speaking female with limited sales experience. The current plan is to use savings from reduced marketing and distribution costs for training.

4. Starting an outsourcing effort Historically, Amsterdam-based BancRoyale has been known for superior, friendly customer service. Due to increasing costs, BancRoyale outsources its online customer service function to a small firm in South America. Representatives from the South American firm seem professional, but there have been initial complaints about language barriers during service calls.