

**Due Date: January 10, 2020****Case: Please Stop Working So Hard Student****Name: Abiraam Bageerathan Student ID#: 991507089****A. Problem / Opportunity / Issue Statement – 10 Marks**

A1: Who is the **DECISION MAKER**? (In analyzing the case, put yourself in the decision maker's role and try to figure what you would do in his/her position.)

- Matt Platt, production line Supervisor of 7 members of shift C.

A2: What is the main **PROBLEM / ISSUE** that you (as the decision maker) must deal with?

- Employees on the production line are getting upset that one of the team leaders, Evan Saunders, comes in early and staying late for work without getting paid. He helps people too much when he isn't asked for help. They are upset because he is too good of a worker and are afraid management might increase the workload.

A3: Why is this issue **IMPORTANT** and how **URGENT** is it?

- This is important matter because if he doesn't deal with the situation the employees will file a grievance against Platt and Saunders

A4: Provide any **SUB-ISSUES** that are relevant to the Problem / Issue.

- Saunders helps people when he isn't asked for help
- Take breaks on his own time
- Miss end-of-shift meetings

A5: Who are the **KEY PEOPLE** and/or **GROUPS** that you need to consider in solving the problem(s) / opportunity(s)?

- Saunders, team leader shift c
- The employees complaining. All the shifts.
- Platt, supervisor of shift C
- Smith, Production line shift C
- Company

**B. Key Facts / Background Segmentation (relevant facts only, no analysis) – 10 Marks**

Provide the relevant background that led to the problem(s) / opportunity(s). SEGMENT BACKGROUND INFORMATION WHEREVER POSSIBLE.

**Matt Platt**

- He is new to the job and the youngest compared to everyone else. Supervisor of a team of 7 working on the Shift C.

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**Evan Saunders**

- Workaholic that been with the company for 29 years. He is the Team leader of the Shift C. Takes breaks when he feels the production line is running smoothly. He misses meetings and comes in to work early and stays late. He is very respects by management.

**Sam Smith**

- Upset at Saunders for working hard and helping him and others when they never asked for help. He feels his job is on the line.

**Company**

- One of 3 shifts
- Downsizing
- Effecting of Shifts

**C. Situation Analysis – 20 Marks**

C1: Provide appropriate analyses - based on the Key Facts / Case Background Segmentation i.e. SWOT, Financials, PEST, Porter's Five Forces, etc. – If financial analysis is required, complete / present in this section.

**Strength-**Saunders is a hard-working employee that goes beyond what he is told and is a huge benefit to the company.

**Weakness-** Other employees are getting made that Saunders is raising the work standard that is set in the workplace and plan to go to grievance if the situation isn't solved.

C2: Provide the **CONCLUSIONS** and **IMPLICATIONS** of the observations that you have made in your analysis.

**Conclusions:** In conclusion Platt has come with a way to please the other employees and not demotivate Saunders work ethics.

**Implications:** The implications are that Saunders does stay late and comes in early. He helps employees even though they never asked or help.

**D. Identification of Realistic & Practical Alternatives that can be made by the Decision Maker – 5 Marks**

**PROVIDE AT LEAST 3 ALTERNATIVES** - describe each alternative with one or two sentences. Each alternative must be a standalone solution to the case. (Make sure that your alternatives address the problem(s) / opportunity(s). No analysis is required at this point.)

1. Pay Saunders for his work that he is doing.

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2. Tell him he has to follow the work schedule and that he can't come in early and stay late unless authorized by management.
3. be upfront and let Saunders know how the other employees feel about him
- 4.
- 5.

**E. Decision Criteria – 5 Marks**

E1: What **MEASURABLE GOALS OR OBJECTIVES** must be achieved by the Alternatives listed above to solve the problem(s) or capitalize on the opportunity(s) identified in the Problem Statement?

- Can't let Saunders lose his motivation
- Can't let the employees file a grievance
- Get Saunders to follow the rules

E2: Are there any **CONSTRAINTS** or **CONSIDERATIONS** that may limit the range of solutions i.e. cost, timeline?

- I don't believe there are any constraints.

**F. Analysis of Alternatives – 20 Marks**

For each alternative: **RE-STATE THE ALTERNATIVE** and provide at least **3 PROS**, **3 CONS** and the **MOST LIKELY OUTCOME** of each Alternative.

Alternative 1 (restate alternative): Pay Saunders for his work that he is doing.	
<p>Pros: Employees can't complain for him doing work</p> <ul style="list-style-type: none"> <li>• and not getting paid.</li> </ul> <p>Motivate other employees to work hard because</p> <ul style="list-style-type: none"> <li>• of the extra pay.</li> </ul>	<p>Cons:</p> <ul style="list-style-type: none"> <li>• Saunders might work harder for the extra money Employees might think we are favouring</li> <li>• Saunders Goes against collective agreement</li> <li>• Increase is pay wages</li> </ul>
<p>Most likely outcome:</p> <ul style="list-style-type: none"> <li>• Employees might be okay with the fact Saunders is getting paid for the work but might not be happy that he isn't following the rules of coming to meeting on time.</li> </ul>	
<p>Additional Analysis (If required):</p>	

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Alternative 2 (restate alternative): Tell him he has to follow the work schedule and that he can't come in early and stay late unless authorized by management

Pros: • Employees can't complain about Saunders working extra hours	Cons: • Saunders loses motivation
Most likely outcome: • If Platt tells Saunders to follow the work schedule, he might get upset and not be motivated to work hard.	
Additional Analysis (If required):	

Alternative 3 (restate alternative): be upfront and let Saunders know how the other employees feel about him

Pros: • Understanding • Work together to solve the problem	Cons: • Might get sad that other employees feel about him • Loses motivation
Most likely outcome: • If Platt talk to Saunders and lets him know how the other employees are feeling of him work ethics, he might be more understanding and follow the rules.	
Additional Analysis (If required):	

Alternative 4 (restate alternative):

Pros: •	Cons: •
Most likely outcome: •	
Additional Analysis (If required):	

Alternative 5 (restate alternative):

Pros: •	Cons: •
Most likely outcome: •	

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Additional Analysis (If required):

### G. Recommendation – 10 Marks

G1: Clearly state **each** of your recommend alternatives.

1. Pay Saunders for his work that he is doing.
2. Tell him he has to follow the work schedule and that he can't come in early and stay late unless authorized by management.
3. Be upfront and let Saunders know how the other employees feel about him

G2: Explain how the key problem(s) and/or opportunity(s) was solved / capitalized on.

1. If Saunders gets paid for the work he has been doing, employees can't get upset with him for coming in early and staying late and working for free. This will also make other employees to stay late or come in early for the extra money.
2. If Platts warns Saunders that he has to follow the schedule unless he was authorized by management, he might lose his motivation to work hard but employees can't complain that he is staying extra or coming in early.
3. If Platt try to be up front with Saunders, he might understand the situation. He might be upset about how the employees feel about him but they can work together to solve the situation.

G3: Present and defend the rationale for selecting your recommendations, referring back to your Analysis of Alternatives and Decision Criteria (use this section to convince the reader of your recommendations).

I selected these recommendations because it is in this scenario the recommendations will both satisfy the employees that are complaining about Saunders and his working habit, it will address any concern that Smith has about Saunders and it wont effect Saunders motivations.

G4: Present any important assumptions you made beyond the information provided within the case.

Made no assumptions beyond the information provided.

### H. Implementation – 10 Marks

Provide a **STEP** by **STEP ACTION PLAN** to implement your alternative recommendation(s). How will **each** alternative be implemented?

1. Have a group meeting with Shift c

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2. Gather everyone and let them know of the situation of Saunders working hard and beyond what is expected and how he is doing it for the company and not trying to hurt the other employees.
3. Let them know that the schedule is to be followed unless it is authorized by management.

**I. Overall Quality** (logical consistency & readability – to be completed by Professor) - **10 Marks**

**100 Marks Total**