

CASE STUDY : PAY ATTENTION, FOR RETENTION !

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ABSTRACT

The case study is about a Production Engineer , who after completion of his engineering , joins a Company (belonging to one of the Conglomerates of the country) that is into manufacturing of electrical appliances , precision engineering , process equipment , etc.

The case highlights , that how this individual turns a poorly managed sub-department into a better performing department. Due to which he is allotted responsibility of another sub-department, which too , because of his zeal for learning , is managed successfully. Problem arises when his boss is changed. This new senior withdraws the authorities and responsibilities of the Engineer , for one of the sub-departments. The problems increase further , finally leading the sub-ordinate to quit the job and he decides to pursue higher studies. Now from his perspective comes the question of serving the Notice Period , as it is difficult for him to leave the full-time Management programme , which he had recently joined and go back to the Company. Wherein Company also had to loose on a good and potential employee who had and would continue to be an asset to the company.

Keywords: Performance

One of major causes of employees leaving the organizations , apart from pay and profile is the kind of relationship which they share with their seniors , peers and subordinates.

Vishwas was in a dilemma and already had made up his mind to leave the MBA programme , which he had joined just 3-4 months back. “I can’t handle so much mental pressure”, he told his friend . “I think I must leave the studies , but then I don’t even want to join them again.”

“See, don’t make a hasty decision , lets go and discuss this with our faculty first.”

Vishwas was a young engineering graduate in Production Engineering from one of the most reputed engineering colleges , which was acclaimed not only nationally but also internationally. After completing his Engineering , he was appointed as Graduate Engineer Trainee by one of the Manufacturing companies of famous business conglomerates , in the Welding Engineering Department (WED) of their Process Equipment Division. This involved one full year of training.

Vishwas was allotted Welding Qualification Sub Department (WQSD) of Welding Engineering Department . On joining this department , he observed that the person who was earlier handling this department didn’t seemed to be efficient. This was evident from the fact that neither there was proper documentation neither the operations were in-place. Hence , no engineer from WED wanted to work for this sub-department. To improve the functioning and performance , he focused on both the aspects of documentation and stream-lining of operations. And , in a period of one and half year things were streamlined. He also got appreciation not only from his Senior Manager but also the General Manager. He got promoted to the post of Senior Executive. But at the same time , the job seemed to be monotonous and he asked his Senior Manager to provide him with opportunity to learn more. Hence alongwith WQSD, he was given the responsibility of Welding Engineering Execution Development (WEED), which too , he handled successfully.

Problem started , when his Senior Manager resigned and the person In-Charge for Welding Planning Sub Division (WPSD) was given the responsibility to take charge of WQSD and WEED as well. This person was very ambitious and considered the previous Manager as his competitor for the position of General Manager. Second blow came when the General Manager of the same department got retired. Now since the new In-charge was handling the three sub-divisions, and because of his proximity to the VP of PED , he was given the position of General Manager. After becoming the GM he started using his power and authority in wrong way. This started demoralizing not only Vishwas but also other employees of his department. Because Vishwas’ not only improved the working of his departments but also managed good relations with his peers , subordinates and seniors , his new boss saw him as a possible threat. He asked him to take care of WQSD only and withdrew the responsibility of WEED . But Vishwas continued his guidance for those working in WEED. Once when Vishwas got reprimanded for this, he told his boss that he can successfully handle both the departments. But the GM gave a non-satisfactory answer and didn’t even changed his decision. Vishwas , continued to plead with GM for almost four months , to give him the authority for WEED department but it fell on deaf ears. Meanwhile his appraisals were out and he was given a lateral promotion , alongwith a twenty seven percent raise.

Finally, after so many discussions he finally decided to quit and pursue Full time Management Course from a reputed University.

He also got admission in one of the known Management Institute . He also tendered his resignation and joined the Course . But , after a few days he received a letter from his Organisation , stating either to serve three months Notice Period or pay three months salary in lieu of the same. In the absence of which , Vishwas might have to face the consequences.

All these incidences occurred , when the Semester exams were to began . So now he was in dilemma , whether to leave studies and join back , as the amount was quite a huge one for him to pay. Before making any decision , he decided to go and meet his faculty.

QUESTIONS:

- Q.1. In such situation , what would have you done if you were Vishwas ?
- Q.2. If you were the Faculty, what suggestion would you give to Vishwas ?
- Q.3. Do you think , Vishwas’s boss could have prevented his resignation ?
