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W1 ~ Welcome to Class!

Posted: 11/15/10 3:09 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Hi class,

WELCOME!

I believe that all of you are in for a wonderful learning experience. My goal is to bring the world of recruitment and retention practices alive for you in the course. Over the next six weeks I'm going to work closely with you to broaden your knowledge about the strategic and operational issues associated with recruitment, staffing, and retention in organizations.

Upon your arrival, you will find a lot of information in our classroom forums. **Please read all of my instructions!**

You will find all of your text readings on the Materials page. You will also find important information in the Course Materials forum. Be sure to check the Course Materials forum regularly, as I will post a variety of tips there throughout the course.

Here are my recommendations for navigating yourself through the various materials and getting yourself started in the most efficient manner.

1. You will find my Introduction in the Chat Room -- It's always nice to start off by knowing whom you are working with! :^)
2. In this Forum you will find a **Ready to Go Memo**. Please review the Memo and read the materials referred to in the note. This will help you to get started.
3. In the Course Materials Forum you will also find our **Course Syllabus**. It is rather lengthy. I would recommend that you print it out and read the hard copy.
4. Thereafter, you will find your first set of learning activities for Week One in this Forum (Welcome to Week One and Week One DQ threads). Carefully read the instructions in each of my threads.
5. As you begin to prepare your work for Week One, please remember to post your bio into the Chat Room -- I am anxious to learn more about you!

Welcome to the class -- and I look forward to a fun, lively, and productive learning experience together.

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Posted: 11/15/10 3:22 PM, by: **Brenda VanderMeulen** (bvmeulen@email.phoenix.edu)

Class,

Using "Reply," please **post a reply to this thread that you have done the following and are Ready to Go!**

1. Read and understand the Course Syllabus (Course Materials Forum)
2. Posted your Bio into the correct thread in the Chat Room;
3. Read and understand the participation requirements detailed in the Course Syllabus.
4. Read the week one materials on the Course Resource page
5. Read and understood all of the course policies at the course policies link.
6. Know where to post your assignments each week.
7. Have read and understand the frequently asked questions about academic integrity.

Thank you,

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Posted: 11/16/10 11:24 AM, by: **Michael Robertson II** (sp21ider@email.phoenix.edu)

Michael Robertson

Posted: 11/16/10 1:03 PM, by: **Shaletha Stone** (shalethas@email.phoenix.edu)

Im ready to go !!!!!!! (i guess) LOL

Shaletha Stone, MBA
Central Time
shalethas@email.phoenix.edu

Posted: 11/16/10 1:36 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Wow, Michael and Shaletha ... you did a lot reading early this morning!

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Posted: 11/16/10 6:18 PM, by: [Tiffani Johnson](#) (tiffanimj@email.phoenix.edu)

Ready to Go

Tiffani Johnson (CST)

Posted: 11/16/10 8:35 PM, by: [Robert Dickerson](#) (rk dickerson@email.phoenix.edu)

Good evening!

I'm ready and willing to go! Looking forward to the class.

-Robert Dickerson

Posted: 11/16/10 10:53 PM, by: [Mindy Dziak](#) (mindydz@email.phoenix.edu)

I am ready with a few questions. I think I missed the due dates for DQ's in the syllabus and only found :

Expectations for Discussion Question Responses

Discussion question responses and weekly learning summaries should be **a minimum of 200 words** and should reflect careful thinking about text materials, your own work experience and critical thinking or analysis. While I do not simply "count words," **you will not earn full credit for responses that are significantly below the minimum word requirement!** You will also earn full credit for your discussion questions only when you (1) submit them on time and (2) respond fully to the question asked. Remember that these should include proper citations for any resources that you use to prepare them. I encourage you to look at your text and other resources to help you form a high quality, thoughtful response to each question. When a question specifically asks for text or other readings to be incorporated, you must demonstrate that you have done so in your response (for example, by including the appropriate text citation and reference).

and then saw the due dates on the actual postings of DQ's...for example this week 3 DQ's due Wednesday, Thursday and Friday...Is this correct?

And can we post earlier based on our schedules?

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/16/10 11:51 PM, by: [Linda Lee-Tucker](#) (LEETUCKER@email.phoenix.edu)

Ready and looking forward to the class.

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/17/10 11:50 AM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Hi Mindy,

Yes, you can always post early.

Thee due dates are also listed in the schedule of deliverables in the syllabus (at the end of each week).

I will be adjusting due dates for next week, due to the Thanksgiving holiday.

Brenda VanderMeulen, MM, SPHR

*University of Phoenix Online Faculty
John Sperling School of Business
Graduate Business and Management
bvmeulen@email.phoenix.edu
bvandermeulen@gmail.com
Skype 616-499-3076 (if not available, leave voicemail)*

Posted: 11/17/10 11:51 AM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Robert, Mindy, Tiffani, and Linda - great! Glad you're ready.

Shaletha has dropped the class, so I am just waiting for one more person to check in, then I can assign teams.

Brenda VanderMeulen, MM, SPHR

*University of Phoenix Online Faculty
John Sperling School of Business
Graduate Business and Management
bvmeulen@email.phoenix.edu
bvandermeulen@gmail.com*

Skype 616-499-3076 (if not available, leave voicemail)

Posted: 11/18/10 9:04 AM, by: **Michelle Richards** (mrichards225@email.phoenix.edu)

I'm ready to go.

Michelle Richards

Forum: Main

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W1 ~ DQ 1 ~ Staffing for Different Growth Strategies ~ Due Wednesday, Day 2

Posted: 11/15/10 3:14 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Your text describes two different growth strategies that companies typically follow when staffing. In 200-300 words, explain the difference between internal and external growth strategy. What staffing problems do each of these present? Cite at least one peer-reviewed source from the University Library to support your analysis.

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Posted: 11/16/10 10:51 PM, by: [Robert Dickerson](#) (rk dickerson@email.phoenix.edu)

Directional strategies classify the ways organization meet the needs of the company as if competes in an industry. External growth strategies and internal growth strategies are two categories of directional strategies.

Noe, Hollenbeck, Gerhart & Wright (2008) define external growth strategy as; “an emphasis on acquiring vendors and suppliers or buying businesses that allow a company to expand into new markets” (p. 86). External growth strategies focus on increasing or strengthening resources through the acquisition or merging with another business. Mergers have a significant impact on Human Resource Management. This impact is frequently centered on “people issues.” The companies that are joining forces will inevitably have different corporate cultures, practices, etc. Employee conflict will arise as the companies attempt to define their place in the new hierarchy. Training in conflict resolution is vital to the success of a merger.

Trillium College in Oshawa, Ont. Has found that growth through acquisition is “the easiest and cheapest way to expand” (Shiffman, 2006, ¶9). When they acquire a new school, the deal includes its current employees. The employees then attend a “one-week in-house training program” (Shiffman, 2006, ¶12) or external courses.

Internal growth strategy is “a focus on new market and product development, innovation, and joint ventures” (Noe, Hollenbeck, Gerhart & Wright, 2008, p. 86). Companies using internal growth strategies are constantly hiring, transferring, and moving personnel to meet the changing needs of the company. There is an emphasis on meeting growth goals. With a company goal of innovation and product development, training requirements focus on technical subjects and interpersonal skills.

References:

Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2008). *Human Resource Management : Gaining a Competitive Advantage*. New York: McGraw-Hill.

Shiffman, K. (2006, Oct). 5 Smart Strategies of Super Startups. *Profit*, Vol. 25 Issue 4, 63-66. Retrieved November 16, 2010 from MasterFILE Premier.

Posted: 11/17/10 9:44 AM, by: [Mindy Dziak \(mindydz@email.phoenix.edu\)](mailto:mindydz@email.phoenix.edu)

Your text describes two different growth strategies that companies typically follow when staffing. In 200-300 words, explain the difference between and internal and external growth strategy. What staffing problems do each of these present? Cite at least one peer-reviewed source from the University Library to support your analysis.

A SWOT (Strengths, Weaknesses, Opportunities, Threats) may be used as a tool to determine growth strategies. Strengths and Weaknesses is an internal analysis used to focus on “the quantity and quality of resources available to the organization—financial, capital, technological, and human resources” (Noe et al, 2008. pg. 75). Opportunities and Threats is an external analysis used to examine the environment the organization operates within. “Examples of opportunities are customer markets that are not being served, technological advances that can aid the company, and labor pools that have not been tapped” (Noe et al, 2008. pg. 75). Threats may include “potential labor shortages, new competitors entering the market, pending legislation that might adversely affect the company, and competitors’ technological innovations” (Noe, et al, 2008. pg. 75).

Directional strategies for growth include external growth strategy and internal growth strategy. Companies “attempting to integrate vertically or horizontally or to diversify are exhibiting an ‘external growth’ strategy, usually through mergers or acquisitions” (Noe et al, 2008. pg. 86). Staples, the company I currently work for, is currently using an external strategy. Staples has merged or acquired both Quil and Corporate Express. Quil was acquired to grow Internet sales—using Quil’s name to continue the success of Quil in Internet sales. “The combination of Staples and Corporate Express is expected to create significant benefits for the combined company’s shareholders, customers, employees and other stakeholders, said Staples. The move will help boost contract business for Staples in Europe and Canada, while fueling Staples’ North American Delivery business in the United States, which is currently Staples’ fastest growing and most profitable business unit” (Boston Business Journal, para 3).

Internal Growth Strategy is another type of growth strategy focusing on new market and product development, innovation, and joint ventures. Staples Retail has also taken an internal growth strategy approach as retail stores have developed PC repair to bring customers into the store. In addition, they have added additional items and the as seen on TV items to encourage more sales.

Internal and External Growth strategies may each have some staffing concerns. An External growth strategy may experience cultural differences and policies and procedures may need to be addressed as well as other questions of seniority, benefits, job positions, etc. Internal strategies may experience extreme hiring needs in a short period of time leading to additional costs of recruiting, hiring, and training employees. In some areas of growth, shortages of the supply of available employees may exist. "America's fastest-growing companies have made education their business. Spurred by the worker shortage and IT upgrades, more than half have adopted new programs for retraining or redeploying current employees" (Business Editors & Education Writers).

Boston Business Journal. (June 11, 2008). Staples buys Corporate Express. Retrieved November 17, 2010 from <http://www.bizjournals.com/boston/stories/2008/06/09/daily25.html>.

Business Editors & Education Writers. (19 February). Fast-Growth Firms Demand Well-Educated Workers With Advanced Skills for the Information Age, Finds Coopers & Lybrand L.L.P. Business Wire, 1. Retrieved November 17, 2010, from ABI/INFORM Complete. (Document ID: 26488067).

Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2008). *Human Resource Management : Gaining a Competitive Advantage*. New York: McGraw-Hill.

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/17/10 9:47 AM, by: [Mindy Dziak \(mindydz@email.phoenix.edu\)](mailto:mindydz@email.phoenix.edu)

Do you think that although the college believes it is the cheapest way and includes the employees, that the college could actually incur costs?

We have Quil employees and Staples employees and are finding that as we "phase" out Quil to put all employees into the same building and overall reduce overhead costs, that performance issues and pay differences are creeping up into becoming problems. What are your thoughts?

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/17/10 12:04 PM, by: [Brenda VanderMeulen \(bvmeulen@email.phoenix.edu\)](mailto:bvmeulen@email.phoenix.edu)

Hi Robert, thanks for getting us started. It's interesting to hear about a college that is growing

through acquisition. I am guessing (although I'm unfamiliar with this particular school) that acquisition may provide geographical growth very quickly.

Class: Can you think of instances where acquisition might actually result in shrinking the work force, rather than expanding it?

On another note: I wanted to thank Robert for including citations and references. I hope for everyone's benefit that you don't mind that I use your references to illustrate some important changes to be fully in compliance with APA 6th edition guidelines.

Here are the corrected references - what do you see is different?

Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2008). *Human resource management: Gaining a competitive edge*. New York: McGraw-Hill.

Shiffman, K. (2006, Oct). 5 smart strategies of super startups. *Profit*, 25(4), 63-66. Retrieved from MasterFILE Premier.

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Posted: 11/17/10 3:11 PM, by: **Michael Robertson II** (sp21ider@email.phoenix.edu)

Your text describes two different growth strategies that companies typically follow when staffing. In 200-300 words, explain the difference between and internal and external growth strategy. What staffing problems do each of these present? Cite at least one peer-reviewed source from the University Library to support your analysis.

I come from a family that has been in the automotive business for the last 60 years. During this period of time my family has seen their business change and morph in many different ways. My grandfather who is the patriarch of this business has always said that a successful business must never forget where it came from, but must always know where it is going. Whether you own your on business, or you are the ceo of a major company, destination and purpose are two factors you must always have an understanding about. The two growth strategies discussed in our text, internal and external, are just as I mentioned before, they are strategies of destination and purpose. According to Andrew Sherman, "*Internal strategies* tend to rely on actions such as hiring more employees, growing the customer base, opening company-owned locations, or developing products through *internal* research

and development(Sherman,2003,pg53)" Internal strategies are those which help to guarantee a potential return in the future. These are not get rich quick strategies, but those in it for the long haul. "While *external growth strategies* tend to focus on meeting *growth* objectives by establishing relationships with third parties, such as strategic alliance partners, licensees, franchisees, and co-branding allies(Sherman,2003,pg53)." External strategies are a method used by companies who need to gain a quick return on their investment. As far as staffing goes, the external strategy will often look toward the use of outsourcing or contract labor, while the internal strategy will tend to build upon the already existing staff.

citation: Sherman, A. (2003). Internal Versus External Growth Strategies. *Fast-Track Business Growth*, 53. Retrieved from MasterFILE Premier database.

Michael Robertson

Posted: 11/17/10 5:53 PM, by: [Tiffani Johnson](mailto:tiffanimj@email.phoenix.edu) (tiffanimj@email.phoenix.edu)

According to the text, two growth strategies typically used in staffing are internal growth strategies and external growth strategies. External growth strategies place an emphasis on acquiring vendors and suppliers or buying businesses that allow a company to expand into a new market. Internal growth strategies are those focusing on market development, product development, innovation, or joint ventures (p.86). When a company focuses on internal growth strategies they must be concerned with hiring, transferring and promoting employees. The company will need to determine the type of training that is appropriate for their goals. If the company is focusing on innovation then training offered will focus more on that. External growth strategies can also experience staffing problems. Since this type of growth many times involves merging two different companies or ideas it can lead to "people issues." The merging of two different corporate cultures can lead to disagreements and training in conflict resolution. In my opinion choosing either of these strategies without a company doing the appropriate research and providing adequate training can be risky. My father worked as an engineer with a chemical company growing up and they performed a merge with Kodak years ago, which caused the company's profits to rise tremendously. The wrong partnership could prove to be detrimental for some companies.

Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2008). *Human Resource Management : Gaining a Competitive Advantage*. New York: McGraw-Hill.

Begin, S. (2006, October). Crain's Detroit Business, *Staffing Firm Grows by Following Their own Advice*, Vol. 24 Issue 40, Retrieved by MasterFILE Premier

Tiffani Johnson (CST)

Posted: 11/17/10 5:56 PM, by: [Tiffani Johnson](#) (tiffanimj@email.phoenix.edu)

Those are good words of advice your grandfather gave. If you don't know where you came from, how can you know where you're going. These days it seems many companies and CEO's have lost track of what the companies initial goal and purpose was.

Tiffani Johnson (CST)

Posted: 11/17/10 7:59 PM, by: [Michelle Richards](#) (mrichards225@email.phoenix.edu)

Class: Can you think of instances where acquisition might actually result in shrinking the work force, rather than expanding it?

An organization that makes an acquisition by means of vertical diversification may result in shrinkage of work force. For example, let's say a restaurant chain uses only organic vegetables supplied by farm x. The chain observes that farm x is lucrative and acquires farm x and goes into organic farming and closes the restaurant chain. This would result in a shrinkage of work force for the restaurant.

An organization that makes an acquisition by mean of horizontal diversification may also result in shrinkage of work force. For example, let's say a software company develops a new product. This new product will replace an existing product. This could result in shrinkage of the work force that specialized in the existing product.

I think in instances like the above mentioned it is best for an organization to try to train the current workforce to fill the new positions. However, this unfortunately is not always possible is the acquisition is totally unrelated to the original business or product.

Posted: 11/17/10 8:40 PM, by: [Michelle Richards](#) (mrichards225@email.phoenix.edu)

Your text describes two different growth strategies that companies typically follow when staffing. In 200-300 words, explain the difference between and internal and external growth strategy. What staffing problems do each of these present? Cite at least one peer-reviewed source from the University Library to support your analysis.

“From a resource-based perspective, it is important to involve HR in development, planning, and implementation of corporate strategies. HR can have a significant influence on the overall firm performance when it is well positioned to create value” (Lin, Hung & Li, 2008, p. 127). Human resources is a vital part of an organizations planning. Both external and internal growth strategies can create staffing problems if not

well thought out in advance.

External growth strategy is “an emphasis on acquiring vendors and suppliers or buying businesses that allow a company to expand into new markets” (Noe, Hollenbeck, Gerhart & Wright, 2008, p. 86). The external growth strategy can create several staffing problems. Expanding into a new market can be difficult if there is a lack of trained candidates to fill the new positions. If an organization in Florida, which is a state with a high number of retirees, acquires a technology company they may have trouble finding staff to fill the new positions in that particular location. In addition, the new market may be so novel that candidates are scarce no matter what the location is. Candidates may have to be recruited from colleges or other countries.

Internal growth strategy is “a focus on new market and product development, innovation, and joint ventures” (Noe, Hollenbeck, Gerhart & Wright, 2008, p. 86). Joint ventures can cause staffing problems because it is difficult to bring two sets of employees with different cultures and behaviors together. This can result in conflict, resignation and firing if the transition is not done smoothly. Product development and innovation can result in staffing problems if current employees are not adequately trained to meet the organizational changes. In this case new staff would need to be hired and an organization can appear to not be loyal to their internal staff.

Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2008). *Human resource management: Gaining a competitive edge*. New York: McGraw-Hill.

Bou-Wen Lin, Shih-Chang Hung, & Po-Chien Li. (2006). Mergers and acquisitions as a human resource strategy :Evidence from US banking firms. *International Journal of Manpower*, 27(2), 126-142. Retrieved November 17, 2010, from ABI/INFORM Global.

Posted: 11/17/10 9:02 PM, by: [Linda Lee-Tucker \(LEETUCKER@email.phoenix.edu\)](mailto:LEETUCKER@email.phoenix.edu)

Class: Can you think of instances where acquisition might actually result in shrinking the work force, rather than expanding it?

In the late 90's I worked for Montgomery Elevator Company. In 1994, KONE, Inc. acquired the company. We were informed by the new management team that we would be manufacturing one escalator that would replace three current models in production. They mentioned how the production process would be streamlined, TQM, LSS, etc. I left my job at KONE to go back to the active duty Army, because I knew that there would be a reduction in force. Within two years of returning to the Army, I learned KONE had major permanent layoffs and expanded operations in Mexico and China. In the long run, the total workforce did shrink, regardless of expansions overseas.

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/17/10 9:51 PM, by: [Linda Lee-Tucker \(LEETUCKER@email.phoenix.edu\)](mailto:LEETUCKER@email.phoenix.edu)

Your text describes two different growth strategies that companies typically follow when staffing. In 200-300 words,

explain the difference between internal and external growth strategy. What staffing problems do each of these present? Cite at least one peer-reviewed source from the University Library to support your analysis.

Internal growth strategy is “a focus on new market and product development, innovation, and joint ventures” (Noe et al, 2008, p. 86). This requires a constant state of flux and synergy within the organization. The human resource manager will be constantly involved in recruiting, hiring, and retaining the best qualified to meet the needs of each prospective market. The training requirements will also be tailored to each market. In other words, the market may dictate a need for an emphasis on technical expertise versus customer service focus.

An external growth strategy is “an emphasis on acquiring vendors and suppliers or buying businesses that allow a company to expand into new markets” (Noe et al, 2008, p. 86). Typically this is a strategy of diversification through mergers and acquisitions. Companies trim the fat to stay afloat and competitive during tough economic times. “In formulating one or more growth strategies for your company, your management team needs to determine whether the focus will be on internal strategies, external strategies or a combination of the two” (Sherman, 2003). In the new business model, companies rely on outside resources to support its needs. This is in stark contrast to the old business model of having the resources in-house. Many organizations find that outsourcing for services and products allow it to focus its talents on one project.

Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2008). *Human resource management: Gaining a competitive advantage*. New York: McGraw-Hill.

Sherman, A. (2003). *Fast-track business growth*. p 53, 6p. Retrieved from MasterFILE Premier.

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/17/10 9:58 PM, by: [Linda Lee-Tucker](#) (LEETUCKER@email.phoenix.edu)

Michael,

Your community and family have benefited from your Grandfather's astute business sense. Would you agree that your Grandfather used a combination of external and internal growth strategies to remain in business and stay competitive?

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/17/10 10:06 PM, by: [Robert Dickerson](#) (rk dickerson@email.phoenix.edu)

I made an error in my initial discussion question response. The article that I referenced, was discussing two companies. Trillium College does not keep employees. The employee retention and training was Devhaus Corp. "Unlike Trillium College, when Devhaus buys a company, the deal includes the firm's employees" (Shiffman, 2006, ¶12). Nesmith Chingcuanco, owner of Devhaus Corp, uses acquisition to "gain quick access to a market" (Shiffman, 2006, ¶11).

References

Shiffman, K. (2006, Oct). 5 smart strategies of super startups. *Profit*, 25(4), 63-66. Retrieved from MasterFILE Premier.

Posted: 11/17/10 10:14 PM, by: [Robert Dickerson](mailto:rk dickerson@email.phoenix.edu) (rk dickerson@email.phoenix.edu)

My father worked for a local farm supply Co-Op, Wilco. One of their goals was to buy other Co-Op's. If the purchased Co-Op had a location close to one of their existing locations they would close it down. In one instance they had a Co-Op that was not interested in selling, Wilco went and built a large new building about two blocks from the smaller Co-Op. Even before the new building had been opened to the public, the smaller Co-Op had sold out to Wilco. I don't have proof, but I'm sure it was at a lower price than the original offer would have been.

When Wilco did acquire a new location close to one of their stores that staffing was generally reduced. The employees were not always from the purchased store. They would look at the management and staffing at both locations and then choose the person they thought would be best for the combined store. In the situation described above, both the manager from Wilco and the purchased store were laid-off and "new blood" was brought in.

Posted: 11/18/10 9:24 AM, by: [Mindy Dziak](mailto:mindydz@email.phoenix.edu) (mindydz@email.phoenix.edu)

General Motors has been in a place to reduce or downsize its' current work force through reducing plant operations, reducing models of cars and also selling brand names. As recent as 2008 the GM family included Pontiac and Hummer (to name a few), which they either sold or decided to no longer carry that line. In addition, many of their parts were also made or sold by GM and those we either sold off or no are made by another company. As a result, my family was transferred to 4 different states in less than 12 months in an effort to become profitable again (which they paid off their government loans).

In addition, the union is now responsible for a portion of the retirement benefits for GM retirees. The strategic plan to rebuild GM required many associates to retire, be laid-off, or down-sized or also relocate.

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/18/10 9:38 AM, by: [Mindy Dziak](mailto:mindydz@email.phoenix.edu) (mindydz@email.phoenix.edu)

I have been part of the automotive business for most of my career and I agree with your grandfather and his strategies, however, technology has changed our world in some ways more than one can prepare for....healthcare costs have risen, people live longer, we are now a global market and for many industries, I don't think there was a clear insight of where the future will lead us. However, regardless of technology, I believe that "people" make the difference and that companies must understand this and take care of their employees through training and development to keep up with our ever-changing world.

Thank you,
Mindy Dziak
817-808-0936

Michael Robertson II wrote:

Your text describes two different growth strategies that companies typically follow when staffing. In 200-300 words, explain the difference between internal and external

growth strategy. What staffing problems do each of these present? Cite at least one peer-reviewed source from the University Library to support your analysis.

I come from a family that has been in the automotive business for the last 60 years. During this period of time my family has seen their business change and morph in many different ways. My grandfather who is the patriarch of this business has always said that a successful business must never forget where it came from, but must always know where it is going. Whether you own your own business, or you are the CEO of a major company, destination and purpose are two factors you must always have an understanding about. The two growth strategies discussed in our text, internal and external, are just as I mentioned before, they are strategies of destination and purpose. According to Andrew Sherman, "*Internal strategies* tend to rely on actions such as hiring more employees, growing the customer base, opening company-owned locations, or developing products through *internal* research and development(Sherman,2003,pg53)" Internal strategies are those which help to guarantee a potential return in the future. These are not get rich quick strategies, but those in it for the long haul. "While *external growth strategies* tend to focus on meeting *growth* objectives by establishing relationships with third parties, such as strategic alliance partners, licensees, franchisees, and co-branding allies(Sherman,2003,pg53)." External strategies are a method used by companies who need to gain a quick return on their investment. As far as staffing goes, the external strategy will often look toward the use of outsourcing or contract labor, while the internal strategy will tend to build upon the already existing staff.

citation: Sherman, A. (2003). Internal Versus External Growth Strategies. *Fast-Track Business Growth*, 53. Retrieved from MasterFILE Premier database.

Michael Robertson

Posted: 11/18/10 1:43 PM, by: [Brenda VanderMeulen](mailto:bvmeulen@email.phoenix.edu) (bvmeulen@email.phoenix.edu)

Michelle, I understand what you're saying if an organization actually closes down something. But when you think about vertical integration as a growth strategy, typically, companies don't acquire

one company and then close down their original company. In your first example, would you be more likely that of vertical diversification would be done to control the supply channel? Therefore, wouldn't it be more likely that the company would purchase the organic vegetables farm, and use that farm to support its restaurants? In your second example, product development is an internal growth strategy, not acquisition strategy. If a company acquires another software company, that would be an external growth strategy through horizontal diversification.

Often what happens during an acquisition is that an organization will terminate the employment of duplicate resources. Can you think of some examples where there might be duplicate resources during an acquisition?

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Michelle Richards wrote:

Class: Can you think of instances where acquisition might actually result in shrinking the work force, rather than expanding it?

An organization that makes an acquisition by means of vertical diversification may result in shrinkage of work force. For example, let's say a restaurant chain uses only organic vegetables supplied by farm x. The chain observes that farm x is lucrative and acquires farm x and goes into organic farming and closes the restaurant chain. This would result in a shrinkage of work force for the restaurant.

An organization that makes an acquisition by mean of horizontal diversification may also result in shrinkage of work force. For example, let's say a software company develops a new product. This new product will replace an existing product. This could result in shrinkage of the work force that specialized in the existing product.

I think in instances like the above mentioned it is best for an organization to try to train the current workforce to fill the new positions. However, this unfortunately is not always possible is the acquisition is totally unrelated to the original business or product.

Posted: 11/18/10 1:44 PM, by: **Brenda VanderMeulen** (bvmeulen@email.phoenix.edu)

Mindy, I am aware of that General Motors has done a lot of downsizing in the last couple of years. However, how is that related to growth strategies and acquisitions?

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Mindy Dziak wrote:

General Motors has been in a place to reduce or downsize its' current work force through reducing plant operations, reducing models of cars and also selling brand names. As recent as 2008 the GM family included Pontiac and Hummer (to name a few), which they either sold or decided to no longer carry that line. In addition, many of their parts were also made or sold by GM and those we either sold off or no are made by another company. As a result, my family was transferred to 4 different states in less than 12 months in an effort to become profitable again (which they paid off their government loans).

In addition, the union is now responsible for a portion of the retirement benefits for GM retirees. The strategic plan to rebuild GM required many associates to retire, be laid-off, or down-sized or also relocate.

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/18/10 1:46 PM, by: **Brenda VanderMeulen** (bvmeulen@email.phoenix.edu)

Linda, this is an excellent example. Often when companies grow through acquisition, part of the strategy is to streamline production. That quite often results in the elimination of jobs that tend to be over lapping between the two companies. This is particularly true in the administrative area.

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Linda Lee-Tucker wrote:

Class: Can you think of instances where acquisition might actually result in shrinking the work force, rather than expanding it?

In the late 90's I worked for Montgomery Elevator Company. In 1994, KONE, Inc. acquired the company. We were informed by the new management team that we would be manufacturing one escalator that would replace three current models in production. They mentioned how the production process would be streamlined, TQM, LSS, etc. I left my job at KONE to go back to the active duty Army, because I knew that there would be a reduction in force. Within two years of returning to the Army, I learned KONE had major permanent layoffs and expanded operations in Mexico and China. In the long run, the total workforce did shrink, regardless of expansions overseas.

Linda M. Lee-Tucker

Illinois - CST

Posted: 11/18/10 1:48 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Thanks for this clarification, Robert.

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Posted: 11/18/10 2:03 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Hi Mindy, do you have any idea what has happened in the corporate centers as Staples is acquiring these companies? What happened to the management structure in the two companies as they are integrating?

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Mindy Dziak wrote:

Your text describes two different growth strategies that companies typically follow when staffing. In 200-300 words, explain the difference between and internal and external growth strategy. What staffing problems do each of these present? Cite at least one peer-reviewed source from the University Library to support your analysis.

A SWOT (Strengths, Weaknesses, Opportunities, Threats) may be used as a tool to determine growth strategies. Strengths and Weaknesses is an internal analysis used to focus on “the quantity and quality of resources available to the organization—financial, capital, technological, and human resources” (Noe et al, 2008. pg. 75). Opportunities and Threats is an external analysis used to examine the environment the organization operates within. “Examples of opportunities are customer markets that are not being served, technological advances that can aid the company, and labor pools that have not been tapped” (Noe et al, 2008. pg. 75). Threats may include “potential labor shortages, new competitors entering the market, pending legislation that might adversely affect the company, and competitors’ technological innovations” (Noe, et al, 2008. pg. 75).

Directional strategies for growth include external growth strategy and internal growth strategy.

Companies “attempting to integrate vertically or horizontally or to diversify are exhibiting an ‘external growth’ strategy, usually through mergers or acquisitions” (Noe et al, 2008. pg. 86). Staples, the company I currently work for, is currently using an external strategy. Staples has merged or acquired both Quil and Corporate Express. Quil was acquired to grow Internet sales—using Quil’s name to continue the success of Quil in Internet sales. “The combination of Staples and Corporate Express is expected to create significant benefits for the combined company’s shareholders, customers, employees and other stakeholders, said Staples. The move will help boost contract business for Staples in Europe and Canada, while fueling Staples’ North American Delivery business in the United States, which is currently Staples’ fastest growing and most profitable business unit” (Boston Business Journal, para 3).

Internal Growth Strategy is another type of growth strategy focusing on new market and product development, innovation, and joint ventures. Staples Retail has also taken an internal growth strategy approach as retail stores have developed PC repair to bring customers into the store. In addition, they have added additional items and the as seen on TV items to encourage more sales.

Internal and External Growth strategies may each have some staffing concerns. An External growth strategy may experience cultural differences and policies and procedures may need to be addressed as well as other questions of seniority, benefits, job positions, etc. Internal strategies may experience extreme hiring needs in a short period of time leading to additional costs of recruiting, hiring, and training employees. In some areas of growth, shortages of the supply of available employees may exist. “America’s fastest-growing companies have made education their business. Spurred by the worker shortage and IT upgrades, more than half have adopted new programs for retraining or redeploying current employees” (Business Editors & Education Writers).

Boston Business Journal. (June 11, 2008). Staples buys Corporate Express. Retrieved November 17, 2010 from <http://www.bizjournals.com/boston/stories/2008/06/09/daily25.html>.

Business Editors & Education Writers. (19 February). Fast-Growth Firms Demand Well-Educated Workers With Advanced Skills for the Information Age, Finds Coopers & Lybrand L.L.P. Business Wire, 1. Retrieved November 17, 2010, from ABI/INFORM Complete. (Document ID: 26488067).

Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2008). *Human Resource Management : Gaining a Competitive Advantage*. New York: McGraw-Hill.

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/18/10 2:17 PM, by: [Brenda VanderMeulen](mailto:bvmeulen@email.phoenix.edu) (bvmeulen@email.phoenix.edu)

Michael, I'm interested in your comment that external strategies are used by companies who want to get a quick return on their investment. Do you have any evidence that supports the notion that

acquisitions will lead to a quick return on investment? I was quite surprised to see that comment.

In either case, what are the staffing problems and issues that are created by these two different growth strategies?

Michael Robertson II wrote:

Your text describes two different growth strategies that companies typically follow when staffing. In 200-300 words, explain the difference between internal and external growth strategy. What staffing problems do each of these present? Cite at least one peer-reviewed source from the University Library to support your analysis.

I come from a family that has been in the automotive business for the last 60 years. During this period of time my family has seen their business change and morph in many different ways. My grandfather who is the patriarch of this business has always said that a successful business must never forget where it came from, but must always know where it is going. Whether you own your own business, or you are the CEO of a major company, destination and purpose are two factors you must always have an understanding about. The two growth strategies discussed in our text, internal and external, are just as I mentioned before, they are strategies of destination and purpose. According to Andrew Sherman, "*Internal strategies* tend to rely on actions such as hiring more employees, growing the customer base, opening company-owned locations, or developing products through *internal* research and development (Sherman, 2003, pg 53)." Internal strategies are those which help to guarantee a potential return in the future. These are not get rich quick strategies, but those in it for the long haul. "While *external growth strategies* tend to focus on meeting *growth* objectives by establishing relationships with third parties, such as strategic alliance partners, licensees, franchisees, and co-branding allies (Sherman, 2003, pg 53)." External strategies are a method used by companies who need to gain a quick return on their investment. As far as staffing goes, the external strategy will often look toward the use of outsourcing or contract labor, while the internal strategy will tend to build upon the already existing staff.

citation: Sherman, A. (2003). Internal Versus External Growth Strategies. *Fast-Track Business Growth*, 53. Retrieved from MasterFILE Premier database.

Michael Robertson

Posted: 11/18/10 8:06 PM, by: [Tiffani Johnson](mailto:tiffanimj@email.phoenix.edu) (tiffanimj@email.phoenix.edu)

Acquisition isn't a guarantee for a quick return on investments. There are many business mergers that fail within the first year of the merger. Each company's culture plays on strong role in how successful a merger will be, not just the financial side of it.

Tiffani Johnson (CST)

Posted: 11/18/10 9:14 PM, by: [Robert Dickerson](mailto:rkdickerson@email.phoenix.edu) (rkdickerson@email.phoenix.edu)

I don't quite see the connection between SWOT and growth strategies. From my understanding of SWOT it would be a tool that you might use when developing either Internal or External Growth Strategies. Can you clarify?

Posted: 11/19/10 12:00 AM, by: [Michelle Richards](mailto:mrichards225@email.phoenix.edu) (mrichards225@email.phoenix.edu)

I understand your point in response to my DQ. Thank you.

I think during acquisitions often times there will be duplicate resources. My friend worked as an HR Generalist for a software company that was acquired by HR. While many of her organizations employees were offered positions with HP, she lost her job. HP had no need for additional HR staff. Therefore, she was layed off.

Posted: 11/19/10 10:53 AM, by: [Michael Robertson II](mailto:sp21ider@email.phoenix.edu) (sp21ider@email.phoenix.edu)

Linda, I never really took the time to stop and realize what he was doing, but yes he was implementing a combination of both an external and internal strategy. In fact I believe this to be the only way that successful company can thrive and not just survive. Another statement that he always told me that connects to these two strategies was this, " The more structured you go horizontally, the more sure you can go vertically. I'm not sure but in this case I wonder which one would be considered horizontal, and which one vertical. Here is my thought, if internal produces more future security, the it would be the horizontal structure. And then the external strategy produces our solid income so it would therefore be sour sure footed solid vertical reach.

Michael Robertson

Posted: 11/19/10 11:10 AM, by: [Michael Robertson II](mailto:sp21ider@email.phoenix.edu) (sp21ider@email.phoenix.edu)

Hello prof Vandermeulen, coming from a family centered in business, and years of forced reading of business journals and magazines, I made the assumption that since internal is based more on the building and development of the workforce core, that this would translate to slower but more stable results. My uncle is a very savvy business man in my home town. He has always viewed education and development as the slow return. He says if he can acquire it(acquisition) he can sell it. About 8 years ago he acquired the automotive shop from my grandfather. Many of the mechanics were older and less schooled as some other shops around town. His theory was to generate revenue fast. He acquired a failing car wash next door, and turned it in to quick profit for the shop. Now for a minimal fee your car can be detailed and washed after it is fixed. This brought him some immediate income while he waited for his mechanics to get their new certifications.

Michael Robertson

Posted: 11/19/10 3:13 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

That's a perfect example, Michelle, and exactly the point I was hoping we'd get to.

While growth by acquisition can be great for product lines, it can hit the administrative staff (especially) really hard!

A few years ago, we had a family owned business locally that sold out to Tyco. The Tyco people promised that they would keep people employed, etc. The day after the sale was final, they announced they were closing the factory and that everyone in the old company would lose their job. They basically "grew" market share by eliminating their competition.

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

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Posted: 11/19/10 3:15 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

That's a really cool example, Michael. I suspect there are some businesses like the one you mentioned that can get a quick return. Large companies who merge often find that the process of integration consumes a lot of resources. In the example you gave, my guess is that there was very little integration of the two companies. Is that a fair statement?

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty
John Sperling School of Business
Graduate Business and Management
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Michael Robertson

Posted: 11/19/10 10:38 PM, by: [Linda Lee-Tucker \(LEETUCKER@email.phoenix.edu\)](mailto:LEETUCKER@email.phoenix.edu)

Here's some notes I jotted down from a peer article about internal growth.

According to Hess, there are eleven common myths about what makes companies grow. First is always getting the best people. It would be optimal to get the best, but in lieu of the best is having a team of employees that are focused on the pursuit of excellence (Hess, 2007). Second, is having a unique product. The focus should be on having a quality product that is the best. Third, a distribution or supply channel does not necessarily need to be unique. Fourth, diversified strategies aren't a must. The point is all employees must be able to understand the strategy. Fifth, unique innovation isn't a must, be a company must be improving and growing to survive. Sixth, don't necessarily need the lowest labor costs. According to Hess, the Organic Growth Index winners don't. Seventh, companies don't necessarily need global diversification. Many companies are successful without. Eighth, outsourcing isn't mandatory. Ninth, an MBA isn't a mandate. According to Hess 22 out of 23 CEOs don't have MBAs. I thought that was really food for thought. Tenth, a visionary or charismatic leader isn't a requirement. It helps, but the staff can support and carry a good leader through good times and bad. Eleventh, companies don't necessarily need to be located by the talent, raw materials, and customers. What gives the company the edge is "consistent organic growth" (Hess, 2007).

Hess, H. (2007). *The Road to Organic Growth: How Great Companies Consistently Grow Marketshare from Within*. Retrieved from Hospitality & Tourism Complete.

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/20/10 12:51 AM, by: [Mindy Dziak \(mindydz@email.phoenix.edu\)](mailto:mindydz@email.phoenix.edu)

Since the downsizing was the hot topic on TV and all of the bad hype about GM, I am pretty sure that the media ensured that most everyone is aware of the downsizing. However, how is the downsizing not related to Growth Strategies? That is my question to you???? GM paid off the loans to the government. And the company is now profitable. GM's stock closed at \$34.26, up 7 cents, or 0.2 percent today November 19. WalMart's stock price closed today at \$54.37 down .02 percent. (I do understand that WalMart and GM are not in the same market).

I do not assume that because GM is re-evaluating its assets, selling off some brands (on a different end of acquisition), and down-sizing accordingly to improve profits and gain market share that the intention is not to grow. For example, in the US, Buick is not as popular, but why would GM keep this brand? Perhaps because in China (large population) that Buick is the #1 seller and GM is going to continue to grow market share overseas.

Perhaps I am just optimistic that the former #1 employer in the US will rise again. However, I believe that the downsizing is related to growth strategy....growth strategy includes increasing profits and making shareholders "happy" even if acquisitions occur on the opposite side of a company (selling brands vs. acquiring new companies).

Thank you,
Mindy Dziak
817-808-0936

Brenda VanderMeulen wrote:

Mindy, I am aware of that General Motors has done a lot of downsizing in the last couple of years. However, how is that related to growth strategies and acquisitions?

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

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Skype 616-499-3076 (if not available, leave voicemail)

Mindy Dziak wrote:

General Motors has been in a place to reduce or downsize its' current work force through reducing plant operations, reducing models of cars and also selling brand names. As recent as 2008 the GM family included Pontiac and Hummer (to name a few), which they either sold or decided to no longer carry that line. In addition, many of their parts were also made or sold by GM and those we either sold off or no are made by another company. As a result, my family was transferred to 4 different states in less than 12 months in an effort to become profitable again (which they paid off their government loans).

In addition, the union is now responsible for a portion of the retirement benefits for GM retirees. The strategic plan to rebuild GM required many associates to retire, be laid-off, or down-sized or also relocate.

Thank you,
Mindy Dziak
817-808-0936

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University of Phoenix Online Faculty

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bvandermeulen@gmail.com

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In addition, the union is now responsible for a portion of the retirement benefits for GM retirees. The strategic plan to rebuild GM required many associates to retire, be laid-off, or down-sized or also relocate.

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/20/10 3:42 PM, by: **Brenda VanderMeulen** (bvmeulen@email.phoenix.edu)

I wouldn't call the GM situation a growth strategy just yet ... I think it's more of a survival strategy right now. I think when the company is ready to grow, we'll see quite a different set of strategies. Hopefully, GM will learn from the past, and it won't go back into a "how many different models of the same car can we sell with a different name on them" strategy.

But at this point, I would call GM's current downsizing more related to survival than growth.

Let's hope your optimism is on target!

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Posted: 11/21/10 12:19 AM, by: [Mindy Dziak](#) (mindydz@email.phoenix.edu)

I guess time will tell and there was a time that Apple was a not so wanted brand. "Apple Computer, Inc. is largely responsible for the enormous growth of the personal computer industry in the 20th century. The introduction of the Macintosh line of personal computers in 1984 established the company as an innovator in industrial design whose products became renowned for their intuitive ease of use. Though battered by bad decision-making during the 1990s, Apple continues to exude the same enviable characteristics in the 21st century that catapulted the company toward fame during the 1980s" (apple.com). and the Steve Jobs brought the company back to what it is today, first survival, downizing, growth and brand (technology) improvements. the iPod is now a brand name in itself, so perhaps one day it will "baseball, apple pie (or Apple iPod), and chevrolet?

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/21/10 12:23 AM, by: [Mindy Dziak](#) (mindydz@email.phoenix.edu)

It depends on the acquisition. Top management was retained and jobs were created or combined. At the fulfillment center that I currently work in (Texas) my Top manager stemmed back even prior to acquiring Quil (when Quil was acquiring managers) and is now a Staples' employee (seniority of 30 years). My manager that I directly report to has 25 years seniority (through acquisitions) and our VP was a Quil VP and now is a Staples' employee. We are currently combining Quil and Staples in Texas fulfillment and trying to keep as many Quil employees as we can possible keep.

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/22/10 4:19 PM, by: [Linda Lee-Tucker](#) (LEETUCKER@email.phoenix.edu)

Tiffany,

In an article about internal conflict because of an acquisition within a hospital, Slaikau mentions the importance of all stakeholders knowing and practicing the fundamentals of conflict resolution management (Stiteler, 2010). In this example of conflict, the task force developed a conflict resolution management handbook specifically for conflicts in the health care field. The CPR Institute for Dispute Resolution has developed over the years through its training program. It has signed on 850 corporation and 2,800 corporate subsidiaries to sign conflict resolution policy statements of not to sue until first implementing conflict resolution practices (Stiteler, 2010).

Reference:

Stiteler, R. (1995). *Conflict resolution*. Trustee, 48 (10), 8. Retrieved from MasterFILE Premier.

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/22/10 10:02 PM, by: [Mindy Dziak](#) (mindydz@email.phoenix.edu)

SWOT will identify the opportunities or threats (strengths/weaknesses) for growth internally and/or externally. What

tool would you suggest to determine the strategy a company uses for growth? How does a company determine a strategy?

So if my weaknesses match a competitors strengths, I may acquire that competitor and then have the strength as well. Staples acquired Corporate Express to gain market share outside of the US. The competitor had that strength.

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/23/10 2:07 PM, by: **Brenda VanderMeulen** (bvmeulen@email.phoenix.edu)

Hi Mindy, a good swat analysis is a very important part of the strategic planning process. There are many other tools that are also used in developing a corporate strategy. I'm assuming you've taken the corporate strategy course which is a required part of the MBA, right?

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

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W1 ~ DQ 2 ~ HR Competencies ~ Due Thursday, Day 3

Posted: 11/15/10 3:13 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Which of the four basic competencies for HR professionals identified in Figure 2.7 in the *Human Resource Management* text do you think will be most necessary in the future? How would this competency affect the ability to develop an organization's staffing plan? Support your response with at least one reference from either an HR trade publication or a peer-reviewed source from the University library.

Brenda VanderMeulen, MM, SPHR

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John Sperling School of Business

Graduate Business and Management

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Posted: 11/18/10 9:31 AM, by: [Mindy Dziak](#) (mindydz@email.phoenix.edu)

Figure 2.7 is strategy implementation and I don't see 4 basic competencies for HR professionals. Can you help with this???

Thank you,
Mindy Dziak
817-808-0936

Brenda VanderMeulen wrote:

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bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Posted: 11/18/10 1:25 PM, by: **Brenda VanderMeulen** (bvmeulen@email.phoenix.edu)

Great question! It seems the figure number is quite wrong ... in fact, the diagram referenced is actually in chapter 1 ... I am not quite sure how that happened. I used a question provided by the university course designers!

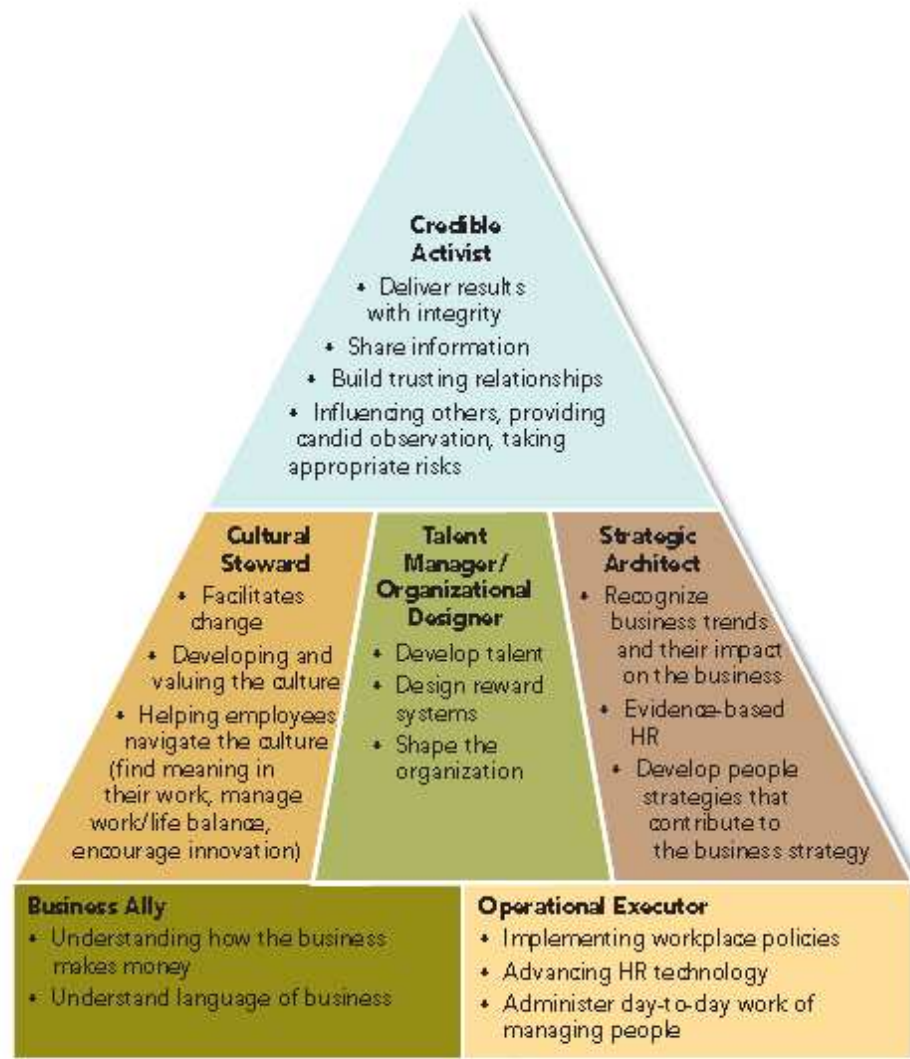
Well ... here's what I suggest. I've made a copy of the diagram, because I'm not even sure if you can access it easily (it's a locked chapter) ... but I still think the question is an important one for us to discuss. If you can open chapter 1 (go to the "download e-book option" and click on chapter 1), you will find this diagram on page 8 (it's figure 1.3).

Noe-Hollenbeck-Gerhart-Wright: Human Resource Management: Gaining A Competitive Advantage, Sixth Edition	Front Matter	1. Human Resource Management: Gaining a Competitive Advantage	© The McGraw-Hill Companies, 2008
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8 CHAPTER 1 Human Resource Management: Gaining a Competitive Advantage

figure 1.3

Six Competencies
for the HR
Profession



SOURCE: Based on R. Grossman, "New Competencies for HR," *HR Magazine* (June 2007): pp. 58-62; HR Competency Assessment Tools at www.shrm.org/competencies/benefits.asp

Brenda VanderMeulen, MM, SPHR
University of Phoenix Online Faculty
John Sperling School of Business
Graduate Business and Management
bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Posted: 11/18/10 2:42 PM, by: [Michael Robertson II](#) (sp21ider@email.phoenix.edu)

Which of the four basic competencies for HR professionals identified in Figure 2.7 in the *Human Resource Management* text do you think will be most necessary in the future? How would this competency affect the ability to develop an organization's staffing plan? Support your response with at least one reference from either an HR trade publication or a peer-reviewed source from the University library.

When looking over these four basic competencies it is easy to see that they are all very important. It is difficult to pick which one is the most important. I would first have to ask myself the question, do I want a competency that creates a successful human resources department, or one that ultimately creates a successful company. My answer, is that I need the one that will ultimately create a successful company. Now with that question out of the way, I believe the competency of the strategic architect is the most needed competency to have in the designing of a successful company. Author M. Devanna also states the need for a good mixture of all the competencies by stating what the Hr of the future looks like. " the *human resources* side, the key issue is determining the kind of people needed to run the *business* in the long term, choosing the specific policies and programs for the long-term development of *human resources* for the future, and fostering the appropriate social and cultural context within which the objectives are likely to succeed(Devanna,1981,pg51)." After looking at all the research and reading business trends from such magazines as Forbes' and Fortune 500, I can clearly assume that the Hr of the future will most likely be comprised of individuals who are fluent in each of the four competencies.

citation:

Database: Public Administration: Devanna, M., Fombrun, C., & Tichy, N. (1981). Human Resources Management: A Strategic Perspective. *Organizational Dynamics*, 9(3), 51-67. Retrieved from Public Administration Abstracts database.

Michael Robertson

Posted: 11/18/10 7:50 PM, by: [Tiffani Johnson](#) (tiffanimj@email.phoenix.edu)

Of the six competencies listed in the diagram provided, I would consider credible activists as one of the most important competencies for the future. This competency focuses on integrity, building trusting relationships and taking appropriate risks. By building trusting relationships it will build a strong rapport with employees, which will encourage employees to want to find meaning in their work and look for ways to improve processes. Also, by taking appropriate risks it involves recognizing business trends and how to make money as mentioned in other competencies. When someone is seen as credible they are viewed as respected and responsible. An activist is

proactive and takes initiative. These traits together would promote an environment that offers support for employees to promote and develop a company vision of what is to come. This type of HR team can lead many improvements and successfully solve problems. This competency is one that was missing from my former employer. There was a large disconnect between our HR team and employees. There was a low level of trust for employees, which led to a low morale and unresolved issues.

Tiffani Johnson (CST)

Posted: 11/18/10 9:05 PM, by: [Robert Dickerson](mailto:rk dickerson@email.phoenix.edu) (rk dickerson@email.phoenix.edu)

In *Human Resource Management* (2008), Noe, Hollenbeck, Gerhart & Wright discuss the six competencies for an HR professional; Credible Activist, Cultural Steward, Talent Manager/Organizational Designer, Strategic Architect, Business Ally, and Operational Executor. All of the competencies are vital skills that an HR professional must practice. The six competencies are visualized as a pyramid with Credible Activist at the top. Noe, Hollenbeck, Gerhart & Wright (2008) state "The competencies are shown as a three-tier pyramid with the Credible Activist Competency the most important for high performance as an HR professional and effective HR leader" (p. 7). While the top of the pyramid is usually the most important part, it must be noted that a pyramid will not stand with one of its sides missing.

I feel that, in the future, the Strategic Architect will become an increasingly important part of an HR professional's job. "Because implementation is driven heavily by measurements, rewards, staffing, training and communications, HR is central to effective strategy implementation. As a result, HR's input to strategy formulation and implementation often is sought earlier in the strategy process" (Ulrich, Brockbank, & Johnson, (2009), ¶2). Growth requires planning. Growth requires people. It doesn't matter if the growth stems from internal growth strategies or external growth strategies, people will be needed. The person best suited to strategical implement the people part of growth is the HR professional.

Noe, Hollenbeck, Gerhart & Wright's (2008) figure has Strategic Architect as one of the sides of the pyramid. A pyramid with weak legs will not stand. In the future, companies will continue to grow and flourish, it will be a vital importance that HR professionals be an active part in the strategic implementation of that growth.

References

- Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2008). *Human resource management: Gaining a competitive edge*. New York: McGraw-Hill.
- Ulrich, D., Brockbank, W., & Johnson, D. (2009). The role of strategy architect in the strategic HR organization. *People and Strategy*, 32(1), 24-31. Retrieved from ABI/INFORM Complete. (Document ID: 1827313101).

Posted: 11/18/10 9:54 PM, by: [Mindy Dziak](mailto:mindydz@email.phoenix.edu) (mindydz@email.phoenix.edu)

Which of the four basic competencies for HR professionals identified in Figure 2.7 in the *Human Resource Management* text do you think will be most necessary in the future? How would this competency affect the ability to develop an organization's staffing plan? Support your response with at least one reference from either an HR trade publication or a peer-reviewed source from the University library.

From the 6 competencies listed in chapter 1, figure 1.3, I think the "Talent Manager/Organizational Designer" will be most necessary in the future. Technology is changing our business world daily and this affects businesses in all arenas (service, manufacturing, etc.). Companies that are prepared with a staff to meet the demands and dynamics of the ever-changing technology world as well as global markets will have the best opportunities to perform. Training and developing employees will help build trust and loyalty within a company. I know that I have been in positions that I want to grow and expand with the company and only to have the company bring someone in from the outside to perform a new duty or responsibility lowers my morale and many of my associates that work for me. I think there needs to be balance between bringing in new "eyes" to the operation and developing current

employees that may already understand the business policies, procedures, and techniques used.

Training and developing current employees may reduce overall business costs. There is a cost associated with hiring. The advertisement, the time it takes to review resumes and applications, the background checks and/or drug screens, and then perhaps even relocation. Many states may also offer grants to companies that are training employees. The competency of having a talent manager will affect a staffing plan because current members of the staff may be slotted for new positions and then the old positions may need to be filled.

"As part of its international expansion strategy, Toyota Motor Corporation realized that in manufacturing plants and subsidiaries around the world, low labor costs alone are not sufficient to enable it to achieve its global market penetration goals. Besides lowering the cost, the global supply chain system of Toyota must have capabilities to manufacture and deliver products that meet international standards. Such capabilities depend largely on deepening the role of local employees working in plants and subsidiaries of Toyota" (Petison & Johri, 2007). Toyota has chosen to develop local employees to enhance their management staff and develop the management staff to understand their policies and procedures. This has helped them build trust as well as loyal employees.

Phallapa Petison, & Lalit M. Johri. (2007, May). Developing local talent in international subsidiaries: the importance of trust and respect in Toyota. *Development and Learning in Organizations*, 21(3), 10-13. Retrieved November 18, 2010, from AB/INFORM Complete. (Document ID: 1247986281).

<http://content.screencast.com/users/BrendaVM/folders/Jing/media/409144c5-92be-448d-a18f-a4d3c923851b/HR%20competencies.png>

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/18/10 9:56 PM, by: [Mindy Dziak](mailto:mindydz@email.phoenix.edu) (mindydz@email.phoenix.edu)

I think an understanding of the competencies is necessary to be successful, but do think that if focus is put on all competencies, the overall approach may be confusing? Or maybe it is industry related that dictates which is most important? Or it could be what stage a company is currently in (new business, growth, down-sizing, etc)?

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/18/10 9:59 PM, by: [Mindy Dziak](mailto:mindydz@email.phoenix.edu) (mindydz@email.phoenix.edu)

Do you think the disconnect stemmed from HR not being part of the strategic plan?

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/18/10 10:03 PM, by: [Linda Lee-Tucker](mailto:LEETUCKER@email.phoenix.edu) (LEETUCKER@email.phoenix.edu)

The six competencies for the human resource professional are the following: Credible activist, cultural steward, talent manager/organizational designer, strategic architect, business ally, and operational executor (Noe et al, 2008). I believe the strategic architect competency will be the most necessary in the future. A strategic architect recognizes business trends and plans HR personnel functions to match business strategies. In the Noe text, the HR transformation to self-service is mentioned. This is a similar trend to that of the Army. It has partial fielding of the DIHMERS HR database. This database allows the customer (soldier) to initiate and complete many of his personnel actions. This transition upgrades the technological base and simultaneously creates downsizing of the HR career field. I found it difficult to narrow down to one core competency. "Competencies are used in many facets of human resource management" "However many executives are not invited to the strategic planning table because they have failed to display the required competencies (Biswal, 2010)." "Worldwide socioeconomic developments, such as globalization, increasing speed in the service sector of the economy, changes in workforce demographics, focus on customer loyalty, and emphasis on effective financial performance, challenge the HR function in its role as the creator of added value to the organization (Biswal, 2010).

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- Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2008). *Human resource management: Gaining a competitive edge*. New York: McGraw-Hill.
- Biswal, S. and Bhardwaj, G. (2010). *Workforce reductions & HR competencies*. Indian Journal of Industrial Relations. Vol. 46 Issue 1, p100-111, 12p, 3 Charts. Retrieved from Business Source Complete.

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/18/10 11:54 PM, by: [Michelle Richards](mailto:mrichards225@email.phoenix.edu) (mrichards225@email.phoenix.edu)

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I believe that strategic architect is the HR competency that will be the most necessary in the future. "HR professionals who are Strategy Architects shape and share the vision for how their organization is situated in the marketplace. They shed light on how it can win. They play an active part in establishing the overall strategy to deliver the business vision. They recognize industry structures and trends and their impacts on requisite business dynamics and results. They forecast potential obstacles to success and facilitate the overall process of gaining strategic clarity. Strategy Architects also contribute to discussions on the overall strategy by linking internal organization actions to external customer expectations" (Ulrich, Brockbank & Johnson, 2009, p. 26). Organizational change is an ongoing process. It is important for HR professionals to anticipate change and to be ready to implement new strategies. This is not an easy task because it involves looking into the future and keeping up with current trends. With ongoing changes, there needs to be staff available to handle these changes. This could mean hiring new staff to meet the changes or training current staff. This can be even more difficult if time is of the

essence.

Ulrich, D., Brockbank, W., & Johnson, D. (2009). The Role of Strategy Architect in the Strategic HR Organization. *People and Strategy*, 32(1), 24-31. Retrieved November 19, 2010, from ABI/INFORM Global.

Posted: 11/19/10 8:03 AM, by: **Robert Dickerson** (rk dickerson@email.phoenix.edu)

You hit it right on the head when you said "There was a large disconnect between our HR team and employees". I also worked for a company that had a huge chasm separating the company officers and the employees. I was one of the long-term employees and almost everyone in the company knew Jill (my not-yet wife) or me. We heard from employees all of the time about how they didn't like how they were treated by management. Both Jill and I were on pretty good terms with the HR department and we would pass on the grumbling that we heard (no names).

Their response was to do an employee morale survey. The survey came back and everything smelled like roses! What the HR department and company officers didn't know was that the employees were not going to put down what they truly felt because they were afraid that the anonymous survey results were not so anonymous and that they would get fired. The employees had seen it before.

Moral of the story: The chasm can be very real, and it doesn't help if the HR department/Corporate officers have their heads stuck in the sand.

Posted: 11/19/10 3:17 PM, by: **Brenda VanderMeulen** (bvmeulen@email.phoenix.edu)

Tiffani, that's an excellent observation. I think that's a very strategic role for HR, and I believe that addressing the strategic issues brings tremendous value to the organization.

Class: What do you think it takes to be a "credible activist?" Is that a competency that you see as prevalent in the HR people that you know?

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

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Tiffani Johnson (CST)

Posted: 11/19/10 3:18 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Mindy, you raise a very good point about the importance of the stage of the business. I'm curious - what does the literature and research suggest in response to your question?

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

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Mindy Dziak wrote:

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Thank you,
Mindy Dziak
817-808-0936

Posted: 11/19/10 3:20 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Robert, I really like your observation about the importance of the three tiers. In fact, I would argue that if you don't have the five competencies below the top of the pyramid, there's no way you'll reach the top ...

What do others think?

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business
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Posted: 11/19/10 10:54 PM, by: [Linda Lee-Tucker \(LEETUCKER@email.phoenix.edu\)](mailto:LEETUCKER@email.phoenix.edu)

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- Deliver results with integrity
- Share information
- Build trusting relationships
- Influencing others, providing candid observation, taking appropriate risks (Noe, 2010).

As an Army HR manager, I do these things routinely. I recently moved to a new assigned three months ago. I am regularly frustrated with the systematic processes in my job at this new unit. I do not like government red tape and the multiple levels of the chain of command I must go through to process a personnel action. I take appropriate risks to get past HR actions processed through my higher headquarters. Meaning, I jump my Chain of Command, if I need to.

I give candid observations to my Colonel to explain to him how the system is flawed and what we can do to make it a little better or to fix it entirely. By doing so, brings us closer together in the team building process. Effective communication is what I promote on a regular basis. I believe it also builds trusting relationships and helps with knowing that as a team we are providing quality products and services.

References

Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2008). *Human resource management: Gaining a competitive edge*. New York: McGraw-Hill.

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/20/10 12:35 AM, by: [Mindy Dziak \(mindydz@email.phoenix.edu\)](mailto:mindydz@email.phoenix.edu)

I think that businesses are on a life cycle: Concept, inception, survival, growth, expansion, maturity. Depending on the stage of the business may determine the staffing needs and the need for an HR management knowledge.

For example, If I am just starting a business, I made need different focus and resources to start the process vs. if I am in a maturity level or just trying to survive. If I am trying to survive I may need someone to assist as a Strategic Architect. If I am just starting the business, I may need someone to be a Talent Manager.

Thank you,
Mindy Dziak
817-808-0936

Brenda VanderMeulen wrote:

Mindy, you raise a very good point about the importance of the stage of the business. I'm curious - what does the literature and research suggest in response to your question?

Brenda VanderMeulen, MM, SPHR

*University of Phoenix Online Faculty
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Thank you,
Mindy Dziak
817-808-0936

Posted: 11/20/10 7:27 AM, by: [Michael Robertson II](#) (sp21ider@email.phoenix.edu)

I think the reason that we must have knowledge of all the competencies, is so that we have good coverage of all the bases. I recently read an article in Fortune 500, that stated the completely shocking to me. The article stated that as of today only 65 of the original Fortune 500 companies that made the first ever list, are still in existence today. In 1955 Fortune made a list of what it believed were the top 500 companies that existed. The list does change every year, but for only 65 of the original to still be in existence is a loud and bold statement. As a minister I can tell you the same thing happens with churches. An amazing number of churches close their doors every year. The answer to both of my statements is this, failure to be current and flexible has cost them their lives. If a company has an HR that knows all competencies, they will have a better shot of being fit and healthy (thereby being around in the years to come).

Michael Robertson

Posted: 11/20/10 3:46 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Linda, it sounds like you've got a Colonel who is willing to listen too! Have you worked with these individuals for a long period of time? I ask because sometimes I think that the credibility for HR can really only develop with a long track record of performance. What do you (and others) think?

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

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Linda M. Lee-Tucker
Illinois - CST

Posted: 11/20/10 5:23 PM, by: [Linda Lee-Tucker](#) (LEETUCKER@email.phoenix.edu)

Professor,

I transferred to my new assignment as of 30 August 2010. I transferred to the unit with a list of objectives that I turned into my new supervisor. I immediately counseled my Soldiers and gave them a copy of my objectives as well. My personality is Alpha Female and there's not too many of my HR peers and just peers in general who have an MBA. I have maxed out my military educational path at one rank above the current rank I hold. My Army biographical summary and personnel files are that of someone who is among the best. My track record speaks for itself at every past duty assignment.

I sound like I am full of myself. That is not my intent. I'm trying to explain that even though I am new to the assignment, a trusting, cohesive relationship can be built by action, skill set, experience, building teams, hard work and setting the example. I also do not believe in focusing on problems. I focus on solutions. Many times the problem or road block will not disappear, but we can reach the final objective by going over or around the roadblock. I do not have time to complain about the problems.

To my advantage, I get transferred every 3-5 years, but the Army regulations stay the same. The local organizational policy may differ, but slightly. In civilian organizations, the policies and procedures can be completely different. I believe there is a core of leadership or management styles for any organization. One HR Manager cannot do it all; therefore that individual should have strong leadership attributes to influence others.

Linda M. Lee-Tucker
Illinois - CST

Brenda VanderMeulen wrote:

Linda, it sounds like you've got a Colonel who is willing to listen too! Have you worked

with these individuals for a long period of time? I ask because sometimes I think that the credibility for HR can really only develop with a long track record of performance. What do you (and others) think?

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Linda M. Lee-Tucker
Illinois - CST

Posted: 11/20/10 6:05 PM, by: [Linda Lee-Tucker](#) (LEETUCKER@email.phoenix.edu)

Professor,

I completely agree with you. Having all six competencies makes an HR manager well-rounded. The Noe text mentions the strategic role of HR functions being important. In my opinion, the strategic architect is needed to move the company forward and stay competitive. But, without the other competencies, an HR manager will not be as effective and not a total asset to the organization. Other HR functions are just as important as the strategic emphasis. Functions such as pay, promotions, benefits, training, etc. Without these areas functioning well, it would adversely affect personnel operations and morale within the company. In my organization, HR is known as "S1." This means staff one. We are the number one section that overlaps and intersects with other departments. Therefore, as an HR manager, I must be well-rounded to be effective. I have a general working knowledge of all the other staff sections. I understand their mission and objectives and how it impacts mine or how I need to support them.

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/21/10 1:39 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Linda, my guess is that your reputation also precedes you (in a good way)!

Brenda VanderMeulen, MM, SPHR

*University of Phoenix Online Faculty
John Sperling School of Business*

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Posted: 11/21/10 1:40 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Linda and all, we used to have a saying where I worked in HR that you "never mess with someone's paycheck."

I guarantee you that if HR doesn't get pay right, the ability to be a strategic partner just won't be there!

Brenda VanderMeulen, MM, SPHR

*University of Phoenix Online Faculty
John Sperling School of Business*

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Linda Lee-Tucker wrote:

Professor,

I completely agree with you. Having all six competencies makes an HR manager well-rounded. The Noe text mentions the strategic role of HR functions being important. In my opinion, the strategic architect is needed to move the company forward and stay competitive. But, without the other competencies, an HR manager will not be as effective and not a total asset to the organization. Other HR functions are just as important as the strategic emphasis. Functions such as pay, promotions, benefits, training, etc. Without these areas functioning well, it would adversely affect personnel operations and morale within the company. In my organization, HR is known as "S1." This means staff one. We are the number one section that overlaps and intersects with other departments. Therefore, as an HR manager, I must be well-rounded to be effective. I have a general working knowledge of all the other staff sections. I understand their mission and objectives and how it impacts mine or how I need to support them.

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/21/10 6:41 PM, by: [Tiffani Johnson](mailto:tiffanimj@email.phoenix.edu) (tiffanimj@email.phoenix.edu)

Mindy,

I think it was mixture of a lot of things. Management caused a huge disconnect with employees, that HR wasn't aware of until employees would leave the company and respond to exit interview questions. The HR department is slowly starting to understand the depth of the disconnect and beginning to become more involved in the strategic plan.

Tiffani Johnson (CST)

Posted: 11/21/10 10:13 PM, by: [Linda Lee-Tucker](mailto:LEETUCKER@email.phoenix.edu) (LEETUCKER@email.phoenix.edu)

Thank you professor for the comment. This week's topic of downsizing has hit home, because this is what I am facing now as an HR professional in the Army. I know I can stay in the military and settle for the same rank at retirement. I was actually looking forward to maxing out the promotion system, but this seems very unlikely. Looks like I need to make a decision that will affect my family and career in a major way. What I mean is leaving active duty and becoming a part-time Army Reservists. The upward mobility for a government civilian worker seems almost limitless at this point in history. As long as the war machine continues, there were always be a need for more government civilian jobs.

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/22/10 10:05 PM, by: [Mindy Dziak](mailto:mindydz@email.phoenix.edu) (mindydz@email.phoenix.edu)

If you enjoyed that article, I would suggest the book "Good To Great".

Thank you,
Mindy Dziak

817-808-0936

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W1 ~ DQ 3 ~ Downsizing ~ Due Friday, Day 4

Posted: 11/15/10 3:15 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Discuss the challenges and opportunities (advantages) for HR in a downsizing, or right-sizing, effort. Support your response with at least one source from the University Library (either an HR trade publication or a peer-reviewed HR journal).

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Posted: 11/19/10 7:58 AM, by: [Robert Dickerson](#) (rk dickerson@email.phoenix.edu)

Credo reference (n.d.) defines right-sizing as "The process of reducing a company's workforce to its most economical size, usually by dismissing some of its employees". However right-sizing is more than reducing a company's workforce. Right-sizing is "helping companies put the right people in the right places at the right time at the right prices" (McClenahan, 2006, p. 13).

There are challenges and opportunities when a company goes through the right-sizing process. The major challenge is given in the Credo definition; employees may need to be dismissed. However, there can be many advantages to right-sizing. "The process can help companies control labor costs, assess talent needs and make better business decisions" (McClenahan, 2006, p. 13). Matthew Brush, director of human capital planning at the high-tech manufacturer Corning, Inc., uses human capital planning, Corning Inc's term for right-sizing, to free up resources in one segment of the business so they can "add workers or deepen their skills in a part of the business that promises to produce greater strategic impact" (McClenahan, 2006, p. 14).

To me, right-sizing is common sense. Every company needs to "put the right people in the right places at the right time at the right prices" (McClenahan, 2006, p. 13).

References

McClenahan, J. (2006). "RIGHT" SIZING. Industry Week/IW, 255(12), 13. Retrieved from MasterFILE Premier database.

Right-sizing. (n.d.) Retrieved from XRefer XML database.

Posted: 11/19/10 10:40 AM, by: [Michael Robertson II](#) (sp21ider@email.phoenix.edu)

Discuss the challenges and opportunities (advantages) for HR in a downsizing, or rightsizing, effort. Support your response with at least one source from the University Library (either an HR trade publication or a peer-reviewed HR journal).

I come from a middle sized town of about 35,000 people. In my town there is basically one company that sits at the economic center of the entire town. Growing up, many of my friends had parents who worked at this company. It was through my friends that I first ever heard of the word called rightsizing. Many times as you would sit in a restaurant you would hear the phrase downsize, rightsize and dumbsize. I didn't know what the terms meant back then, but I knew they had to do with the way the company conducted itself.

Every five years or so the company would go thru a massive layoff in which they termed was a crucial downsize. The main challenge and opportunity in both of these terms, are truly synonymous. The reason being, that a good HR team has the challenge of addressing the situation which is calling for a reorganization, and turning it in to an opportunity for growth and goodwill. Morrall says it this way, " **Rightsizing** is defined as a proactive approach to **downsizing** and restructuring organizations on a continuous basis. Kozlowski (1991) states that when a decision to downsize is followed by proactive planning, the organization is more likely to achieve its goal.(Morrall,1998 pg.81)."

After growing up listening to these types of rumors and business dealings on a continual basis, I learned some very valuable lessons. Lessons such as understanding the importance of people and their role not just in a company, but a community. I also learned, that if we continually rightsize and review our actions, we should never need to downsize. Basically downsizing, rightsizing, or dumbizing can all be viewed as which strategy will get you where you want to go, with the least amount of bridge burning and destruction to get there.

citation: : Morrall Jr., A. (1998). A Human Resource Rightsizing Model for the Twenty-First Century. *Human Resource Development Quarterly*, 9(1), 81-88. Retrieved from Education Research Complete database.

Michael Robertson

Posted: 11/19/10 8:31 PM, by: [Michelle Richards](mailto:mrichards225@email.phoenix.edu) (mrichards225@email.phoenix.edu)

Discuss the challenges and opportunities (advantages) for HR in a downsizing, or right-sizing, effort. Support your response with at least one source from the University Library (either an HR trade publication or a peer-reviewed HR journal).

“As the pressure for cutting jobs mounts, HR executives can help their management teams avoid the unfair and unsuccessful practice of across-the-board cuts. There is a more equitable and effective approach to rightsizing an organization. The understanding of what the company needs to accomplish should be based on a team-developed, well-communicated, and management-supported strategic plan. When first considering downsizing, management must take into consideration what needs to get done to stabilize the situation while keeping an eye on how to continue to move the company forward” (Myrna, 2009, p. 41). I think that keeping the company moving forward is key. The purpose of most organizations is to make money. When downsizing is necessary challenges will always appear. These challenges must appear in order for the company to continue and for everyone not to lose their jobs. I work for an online University. Recently the senate investigated the way that for-profit schools conduct business. As a result my organization had to make many changes to its culture. We are no longer admission driven. Therefore, there is no longer a need for hundreds of admissions advisors. It is rumored that there will be mass layoffs in the New Year. While this is a challenge, it is necessary for the organization to continue as a whole. This is also an opportunity for the organization to develop other areas of the University, like improving and adding programs.

Myrna, J.. (2009). Strategic Downsizing-A New Model for Implementing
Workforce Reductions. *Employment Relations Today*, 36(1), 41.

Retrieved November 19, 2010, from ABI/INFORM Global.

Posted: 11/19/10 11:26 PM, by: [Linda Lee-Tucker](mailto:LEETUCKER@email.phoenix.edu) (LEETUCKER@email.phoenix.edu)

The article by Iencioni about right-sizing is straightforward. Right-sizing is the politically correct term for layoffs or firings. Ever see the George Clooney movie called *Up in the Air*? Anyway you look at it, there is no easy way to let people go. Iencioni states too many times the executive team is overlooked and it should be right-sized as well. He argues the right size for a leadership team is three to eight. I am not sure if this answer is correct or not. I haven't the background in the civilian world to even fathom a guess.

The first step in downsizing is identifying the problem. One must understand what factors led them to be in the current financial crisis to start with. Iencioni states that large teams take up to three times longer to arrive at a decision. Many times people are placed on a team as a reward or as a place to put them to get them out of the line of fire for another separate issue. He argues to start a new team from scratch and don't start with a core of the remaining few and build from there. I agree with him on this point. I left a command staff that had a dysfunctional team. The core of the members were the problem. They consistently negatively influenced and controlled the other members. With the military it is always hard to start from scratch, since we rotate into new units not on the same scheduling cycle.

Iiencioni, P. (2009). *Right-sizing your team*. Chief Learning Officer, Vol. 8, Issue 7, p. 58, Retrieved from Business Source Complete.

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/20/10 12:18 AM, by: [Mindy Dziak](mailto:mindydz@email.phoenix.edu) (mindydz@email.phoenix.edu)

Discuss the challenges and opportunities (advantages) for HR in a downsizing, or right-sizing, effort. Support your response with at least one source from the University Library (either an HR trade publication or a peer-reviewed HR journal).

Companies should review their staffing plan to optimize performance and cost to ensure economic gains and sustainability in today's economic turmoil in order to stay competitive. The challenges of downsizing include ensuring that customer needs are still met while reducing costs of a company to manage profits and shareholders' expectations. When companies are overstaffed, labor costs tend to rise. Companies should review the needs of the business prior to making changes. For example, process mapping may be used to determine steps in a process that may be enhanced through technology or elimination (not necessary steps). Challenges I have personally experienced is when downsizing occurred due to products being sent to Mexico being built. I have had a staff that went above and beyond and I was asked to lay-off engineers due to reductions being made internally to move operations "south" (to Mexico). As a manager, I understood the needs, however I had built relationships with my staff and now had to put them out of work. Additional challenges also include putting administrative functions on Managers and Supervisors which take them away from concentrated efforts. "Downsizing administrative staff might lead to some short-term revenue gains, but leading firms recognize that such reductions can seriously impact brand and product manager's effectiveness. Best-in-class companies expand their competitive edge by ensuring a healthy balance between administrative staff and managers" (NA, 2006).

Advantages include improving the bottom line (profits), opportunities to implement technology to reduce steps, reviewing processes to reduce double handling or unnecessary steps in a process. For example, I participated in a black-belt project (Six Sigma) that we determined 1 associate was not needed because we found unnecessary steps in the process.

Administrative Staffing Levels Reveal 'Rightsizing' Trends. (23 May). PR Newswire, page 23, para 2. Retrieved November 20, 2010, from ABI/INFORM Complete. (Document ID: 1048075781).

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/20/10 12:21 AM, by: [Mindy Dziak](mailto:mindydz@email.phoenix.edu) (mindydz@email.phoenix.edu)

I think careful review should occur in companies, but it should include a process to determine what, who, when, etc specifics are needed. Do you think this company carefully made its' choices or was it seasonally or product based. Hiring also costs a company money, so lay-offs performed unnecessarily instead of training current personnel may not be effective.

Thank you,
Mindy Dziak

817-808-0936

Posted: 11/20/10 12:24 AM, by: [Mindy Dziak](mailto:mindydz@email.phoenix.edu) (mindydz@email.phoenix.edu)

you bring about a good point, many legal issues may arise when doing a mass lay-off~discrimination, WARN act, retaliation, low morale, Title VII, etc. When cuts are important due to culture change, how does a company ensure that the choices do not cost more in the long run?

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/20/10 7:14 AM, by: [Michael Robertson II](mailto:sp21ider@email.phoenix.edu) (sp21ider@email.phoenix.edu)

Hello Mindy, I think you are right, each company must make a complete and careful review of all the facts at hand. I have been a part of the corporate world since I was a teenager, and have come to realize that its all about numbers(and this makes me mad). I believe that people are so much more important than numbers. I know you have to have numbers or else there will be no place for people to work, I just think there needs to be a balance. Even Christmas and summer help all needs to be taken into account. In reference to the company you are talking about, I do think it is product based, but it can be a good thing to be product based, as long as they are products the public needs. There has been a huge shift in this last year of companies selling towards needs rather than wants. Companies who made this shift have seen an increase in productivity and sales this last year.

Michael Robertson

Posted: 11/20/10 8:13 AM, by: [Tiffani Johnson](mailto:tiffanimj@email.phoenix.edu) (tiffanimj@email.phoenix.edu)

Downsizing allows a company to reduce it's workforce. Normally it involves terminating a large number of employees. Whenever a company decides that downsizing is the best option, HR and management should proceed cautiously to avoid causing any additional discord to employees. For the employees left behind, I would assume a higher level of distrust comes against HR and management. Initiatives should be taken to help rebuild that trust level to ensure the company continues as efficiently as possible. Downsizing could lead decreased employee attitudes or increased employee discord. There are many challenges that could come with downsizing, but it could also allow for an increased profit.

Love, G. and Kraatz, M. *Character, Conformity, or the Bottom Line? How and Why Downsizing Affected Corporate Reputation*. Academy of Management Journal, Apr 2009, Vol. 52 (2) Retrieved November 19, 2010

Tiffani Johnson (CST)

Posted: 11/20/10 9:09 AM, by: [Tiffani Johnson](mailto:tiffanimj@email.phoenix.edu) (tiffanimj@email.phoenix.edu)

Mindy,

I'm sure that was difficult to have to terminate employees that you built a relationship with. Being in management, did you feel the company considered all scenarios before deciding on downsizing and layoffs? I always wonder if many companies choose downsizing for the right reasons.

Tiffani Johnson (CST)

Posted: 11/20/10 9:28 AM, by: [Tiffani Johnson](#) (tiffanimj@email.phoenix.edu)

I don't think there is anyway to know for sure that there will not be any further costs in the long run after a downsizing. Employees that are left behind can live in fear that their job could be next, which can effect productivity and efficiency or even do things to sabotage the company. It's a decision that has to be considered and analyzed in many areas.

Tiffani Johnson (CST)

Posted: 11/20/10 4:05 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Robert, thanks for getting us started on this question. One thing you said is that one of the major challenges for HR is that people often need to be dismissed, and I agree that this is often the case. However, some companies are taking different approaches. For example, Lafarge (a large French company) has developed a number of redeployment processes that move people into different jobs and sometimes even different countries rather than laying them off. To do this, the company has gotten very good at developing the internal skills of its workers so that they can move to other areas (Som, 2003).

Because Lafarge is focused on not letting people go, it has to be very strategic in the way people are added to the organization. The process creates a lot of challenges (and opportunities) for the HR function, including recruitment of the right people who can be trained with the right skills, and who have the right mind-set (after all, you can't hire people who want to do the same thing forever if the job is going to keep changing). According to Som (2003), "the challenge the company faces is the fast rate of expansion and the ability to keep pace with incoming people from the acquired units, determine their placement, and at the same time do strategic recruitment without getting overstaffed or understaffed in the process" (p. 285).

Class: When you think about this challenge, I think it presents a very interesting dilemma. Once hired, the company doesn't want to layoff. So do you slow down the hiring process (and sometimes lose business opportunities as a result) or do you risk hiring and then risk being overstaffed? How do you balance the two competing demands?

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Som, A. (2003). Redesigning the human resource function at Lafarge. *Human Resource Management*, 42(3), 271-288. doi: 10.1002/hrm.10085

Brenda VanderMeulen, MM, SPHR*University of Phoenix Online Faculty**John Sperling School of Business**Graduate Business and Management*bvmeulen@email.phoenix.edubvandermeulen@gmail.com*Skype 616-499-3076 (if not available, leave voicemail)***Robert Dickerson wrote:**

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References

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Right-sizing. (n.d.) Retrieved from XRefer XML database.

Posted: 11/20/10 4:09 PM, by: [Brenda VanderMeulen](mailto:bvmeulen@email.phoenix.edu) (bvmeulen@email.phoenix.edu)

Michael, you raise some very good points in your response. As I read your response, I found myself thinking about my own experience, also working for the major employer in a small town 15 years ago. One of the questions that came to my mind was that when companies go through major downsizing, there are often ethical issues that can arise. For example, when we were going through the process, we considered factors such as how families might be affected (we had a policy that we wouldn't lay off both spouses in a family at one time).

Class: What are some of the other ethical issues that arise for talent management when a company downsizes as part of the staffing process?

Brenda VanderMeulen, MM, SPHR*University of Phoenix Online Faculty**John Sperling School of Business**Graduate Business and Management*

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Posted: 11/20/10 4:26 PM, by: **Brenda VanderMeulen** (bvmeulen@email.phoenix.edu)

Michelle, you raise some interesting issues. You mentioned the rumors that there will be mass layoffs before the New Year. Rumors like this can create a real challenge for the HR staff. Trevor & Nyberg (2008) suggest that one of the challenges HR faces when downsizing is happening (or is rumored) is retaining your best performers. Trevor & Nyberg (2008) found that voluntary turnover tends to increase when downsizing is occurring (good people leave for more stable environments), but that when HR creates very strong HR practices, including "procedural justice, job embeddedness, and career development indexes" (p. 270), voluntary turnover rates do not increase as much. They also note that if downsizing leads to a lot of voluntary turnover, then the cost savings that led to downsizing in the first place are often offset by the increased costs related to replacing key employees.

Class: If you were working in an environment where downsizing is rumored (as Michelle is right now), would that make you more or less likely to begin a job search on your own? What would make it more likely that you would voluntarily stay with the organization throughout the process?

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Trevor, C.O. & Nyberg, A. J. (2008). Keeping your headcount when all about you are losing theirs: Downsizing, voluntary turnover rates, and the moderating role of HR practices. *Academy of Management Journal*, 51(2), 259-278. Retrieved from Business Source Complete database.

Brenda VanderMeulen, MM, SPHR

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bvmeulen@email.phoenix.edu

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Michelle Richards wrote:

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to accomplish should be based on a team-developed, well-communicated, and management-supported strategic plan. When first considering downsizing, management must take into consideration what needs to get done to stabilize the situation while keeping an eye on how to continue to move the company forward” (Myrna, 2009, p. 41). I think that keeping the company moving forward is key. The purpose of most organizations is to make money. When downsizing is necessary challenges will always appear. These challenges must appear in order for the company to continue and for everyone not to lose their jobs. I work for an online University. Recently the senate investigated the way that for-profit schools conduct business. As a result my organization had to make many changes to its culture. We are no longer admission driven. Therefore, there is no longer a need for hundreds of admissions advisors. It is rumored that there will be mass layoffs in the New Year. While this is a challenge, it is necessary for the organization to continue as a whole. This is also an opportunity for the organization to develop other areas of the University, like improving and adding programs.

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Retrieved November 19, 2010, from ABI/INFORM Global.

Posted: 11/20/10 4:30 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Tiffani and Mindy both raise good points about the after effects.

Class: What does the *peer-reviewed research from the library* suggest about the after effects of downsizing? What do companies do to mitigate these effects?

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

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Tiffani Johnson wrote:

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Tiffani Johnson (CST)

Posted: 11/20/10 4:31 PM, by: **Brenda VanderMeulen** (bvmeulen@email.phoenix.edu)

Linda, you make a lot of good points, but I didn't see you address the question of what all of these creates in the way of challenges and opportunities for HR. Can you talk about that a bit more?

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

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Linda Lee-Tucker wrote:

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Linda M. Lee-Tucker
Illinois - CST

Posted: 11/20/10 4:32 PM, by: **Brenda VanderMeulen** (bvmeulen@email.phoenix.edu)

Mindy, you noted some very important challenges for managers during downsizing. What about the challenges (and opportunities) that downsizing creates for HR, specifically?

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

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bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Mindy Dziak wrote:

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Advantages include improving the bottom line (profits), opportunities to implement technology to reduce steps, reviewing processes to reduce double handling or unnecessary steps in a process. For example, I participated in a black-belt project (Six Sigma) that we determined 1 associate was not needed because we found unnecessary steps in the process.

Administrative Staffing Levels Reveal 'Rightsizing' Trends. (23 May). PR Newswire, page 23, para 2. Retrieved November 20, 2010, from ABI/INFORM Complete. (Document ID: 1048075781).

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/20/10 4:40 PM, by: **Brenda VanderMeulen** (bvmeulen@email.phoenix.edu)

Tiffani, you mentioned that downsizing can affect employee attitudes. Kumar & Pranjal (2009) studied the effects of downsizing on employee emotions over a long period of time. They found clear relationships between the future performance of organizations and the process used to deal

with downsizing and employee emotions. One finding that I thought was particularly interesting was that employees do better in the long run if they know why they survived the downsizing. If they attribute their survival to luck, that does little to help them in the future, but if they are clear that they survived because they are valued members of the organization, and if the organization is willing to invest in training and development going forward, they tend to move on with more positive emotions.

Class: This made me wonder what your experience has been. Have you been part of a company that downsized? Did you survive? Do you know why you survived? How did your company make you feel valuable through and after the downsizing?

References

Kumar, N. C. & Pranjal, B. (2009). From emotional reactions to economic slowdown: A longitudinal study of HR downsizing in organizations. *Advances in Management*, 2(12), 11-20. Retrieved from Business Source Complete database.

Brenda VanderMeulen, MM, SPHR

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Skype 616-499-3076 (if not available, leave voicemail)

Tiffani Johnson wrote:

Downsizing allows a company to reduce it's workforce. Normally it involves terminating a large number of employees. Whenever a company decides that downsizing is the best option, HR and management should proceed cautiously to avoid causing any additional discord to employees. For the employees left behind, I would assume a higher level of distrust comes against HR and management. Initiatives should be taken to help rebuild that trust level to ensure the company continues as efficiently as possible. Downsizing could lead decreased employee attitudes or increased employee discord. There are many challenges that could come with downsizing, but it could also allow for an increased profit.

Love, G. and Kraatz, M. *Character, Conformity, or the Bottom Line? How and Why Downsizing Affected Corporate Reputation*. Academy of Management Journal, Apr 2009, Vol. 52 (2) Retrieved November 19, 2010

Tiffani Johnson (CST)

Posted: 11/20/10 7:42 PM, by: [Michelle Richards](mailto:mrichards225@email.phoenix.edu) (mrichards225@email.phoenix.edu)

If I were an older employee working in an environment where downsizing was rumored, I would be likely to begin a job search. Many employers target older workers when downsizing (Armstrong-Stassen & Cattaneo, 2010). This is

especially difficult for older workers because they may have trouble finding new work. An employer may see it as beneficial to offer an older employer a severance package rather than train them. I would also begin a job search if I felt like my position or department would be phased out as a result of the downsizing. I would be more likely to voluntarily stay with the organization if I saw the organization making an attempt to train me or prepare me for changes.

With my organization, management is not communicating with the employees, which is causing the rumors. Most of my co-workers have begun job searches because of this uncertainty. Everyone feels that it is easier to find a job when employed. Many employees have already voluntarily left the organization despite not knowing what the future of the organization is.

Marjorie Armstrong-Stassen, & Julian Cattaneo. (2010). The effect of downsizing on organizational practices targeting older workers. *The*

Journal of Management Development, 29(4), 344-363. Retrieved November 20, 2010, from ABI/INFORM Global.

Posted: 11/20/10 8:00 PM, by: [Michelle Richards](mailto:mrichards225@email.phoenix.edu) (mrichards225@email.phoenix.edu)

According to Gandofi, 2009, many survivors of downsizing experience survivor syndrome. After downsizing has taken place an organization may not do well financially for sometime. The surviving employee may have to pick up additional work loads and increased hours. Many of these employees have also witnessed many of there coworkers get laid off and may themselves still feel anxiety about their job security. This can result in depression and reduction in productivity. To mitigate these effects a company can communicate with employees, be transparent and provide support. Sometimes management is unable to immediately let employees know about a downsizing. I think that it is important to be honest and inform employees of strategic plans as soon as possible. Employees don't want to feel like information was withheld from them. Employers should provide counseling to survivors and victims of the downsizing. Conducting employee surveys could also determine the moral of surviving employees.

Gandolfi, F.. (2009). Training and Development in an Era of Downsizing. *Journal of Management Research*, 9(1), 3-14. Retrieved November 20, 2010, from ABI/INFORM Global.

Posted: 11/20/10 10:15 PM, by: [Robert Dickerson](mailto:rk dickerson@email.phoenix.edu) (rk dickerson@email.phoenix.edu)

My current position could be considered a right-sizing maneuver. The company that I work for has not added anyone to the staff at the corporate office for almost six years. They have had people leave and have not replaced them – downsizing. This has been fine over the past few years, but recently they have found that projects have been getting put on the back-burner or just not getting done. They determined that it was time to add someone to the office payroll. But it could not be a “go-fer”. The officers met and strategically planned out the new position. They interviewed a number of people both in and out of the company, before making their decision. To paraphrase McClenahen (2008), and to blow my own horn a little, they put the right person in the right place at the right time at the right price.

References

McClenahan, J. (2006). "RIGHT" SIZING. Industry Week/IW, 255(12), 13. Retrieved from MasterFILE Premier database.

Posted: 11/20/10 10:21 PM, by: [Robert Dickerson](#) (rkdickerson@email.phoenix.edu)

A major drawback to a small town is that many are centralized around a single employer. Financial difficulties for that employer can have a huge ripple effect through the town. In Oregon we have a number of communities that have been virtually destroyed by the restrictions put on the timber industry. A couple of them have had high-tech industries come in and retrain the populace and save the communities. Others have still been struggling. This would be down-sizing taken to the extreme.

Posted: 11/21/10 1:43 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Michelle, you're absolutely on target. When people first began to realize this, David Noer published a wonderful book called *Healing the Wounds*, where he began to really focus on what organizations need to do for survivors. I still consider it a classic!

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

bvandermeulen@gmail.com

Skype 616-499-3076 (if not available, leave voicemail)

Michelle Richards wrote:

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Gandolfi, F.. (2009). Training and Development in an Era of Downsizing. *Journal of Management Research*, 9(1), 3-14. Retrieved November 20, 2010, from ABI/INFORM Global.

Posted: 11/21/10 2:23 PM, by: [Michael Robertson II](#) (sp21ider@email.phoenix.edu)

Mrs. Vandermeulen, its interesting how you bring up a similar incident in your town. I really believe that the ethical issues and concerns are more prominent in a town that is family oriented and close nit, versus a larger city. In my town we are a very family oriented close church run town. It was harder for the company to make lay off decisions, whenever you go to church with most of those you are looking to lay off. The company I am talking about is a major oil company. Whenever it first began it was mostly run by families and such, however as the big business structure began to take over, rules were made that you could no longer work there if you had a close family member in the same department. From this point forward things have slid downward, losing that family values and work ethic which it was once built upon.

Michael Robertson

Posted: 11/21/10 2:36 PM, by: [Michael Robertson II](#) (sp21ider@email.phoenix.edu)

Robert, what you are saying is exactly right, for years our town has been financially centered around this one business. When business was good, they built a huge mall and several new restaurants, and then when they started pulling out and moved hundreds of employees to Houston, those things began to close down. Wisdom tells us that running a business based upon factors that can quickly change, is a very dangerous thing to do. For example, if you get a raise, that is not the time to go out and buy a new car, but rather pay off the one you have. We have seen this become such a reality in our country. Look at the housing market and credit market. This clearly shows us people living a false lifestyle that is beyond the reality of their actual income.

Michael Robertson

Posted: 11/21/10 6:56 PM, by: [Tiffani Johnson](#) (tiffanimj@email.phoenix.edu)

Employees are the backbone of any company and their attitudes or general thoughts about their employer are negative it will definitely effect their job performance and ultimately effect the company. I think it crucial for management to make it very clear to remaining employees after a downsizing of how valued they are and that their work matters. There is not easy way to lay off someone, but management must be able to salve the wounds that linger for remaining employees. If I feel I was saved because a company values me as an employee instead of I just barely missed a layoff, I would definitely continue to put my best effort into my job.

Tiffani Johnson (CST)

Posted: 11/21/10 9:37 PM, by: [Linda Lee-Tucker](#) (LEETUCKER@email.phoenix.edu)

Michael stated that right sizing affects the community and the Professor stated one

ethical example of how families are affected. Other ethical issues are referenced in Miller's article in a culture rampant with a "me-first" attitude. He states that a major problem in the data on this subject is how different entities analyze the statistics. During downsizing many jobs are created in the long run, the issue is that the jobs are of a different classification and more temporary and part-time jobs are created. How did we really create more jobs for people in the same type of industry? I compare this example to what happened in my community in the 1980's. A major downsizing occurred in the tractor manufacturing shops. Slowly, but surely the jobs returned in the community, but they were service jobs that are typically low skill and low wages. The jobs that did return in the tractor manufacturing shops required more skill, because robotics, CNC machines, and computers were used. Therefore the displaced worker couldn't depend on returning to the shop. He had to update his skills and compete with others who already had the skills and may have been younger.

Reference:

Miller, R. (1998). *Lifesizing in an era of downsizing: An ethical quandary*. Journal of Business Ethics, 17(7), 1693-1700. Retrieved from Business Source Complete.

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/21/10 10:06 PM, by: [Linda Lee-Tucker](#) (LEETUCKER@email.phoenix.edu)

Whenever possible, the military tries to incorporate general business practices used in the civilian world. To aid employees during downsizing, some businesses have employee assistance centers. The Army version is the Army Career and Alumni Program. Downsizing in the military started in the late 80's and early 90's. This was the start of the end of the Cold War. I was in the Active Army back then and remember how a couple of my senior leaders were forced out. Back then, the Army literally reviewed individual personnel files and forced Soldiers out who had spotty records. For example, my former Platoon Sergeant was forced out after they reviewed his records. His past contained documented problems with alcohol, which he overcame with counseling. Since the 90's, ACAP and other Army related services have evolved. In the past three weeks, my unit has scheduled four Soldiers to attend ACAP one week classes. All have raved about it. In 1993, President Clinton ordered the program to be managed privately and not by military personnel (Harvey, 1994). The goal was to streamline the process and remove the bureaucracy.

To answer your question, I am currently working in an environment that has downsized my job. Through restructuring the HR career management field, the Army has over 200+ percent overstrength on HR personnel. I am frustrated, because promotion will be hard if not unlikely. There are few vacancies. My career management team has encouraged all HR personnel to retrain to another job or be involuntarily trained to a shortage MOS. I am finishing my MBA, because I plan to leave active duty and find a civilian government job.

Harvey, S. (1994). *Downsizing in the military*. Program Manager, 23(6), 48. Retrieved from MasterFILE Premier.

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/22/10 8:19 AM, by: [Michael Robertson II](#) (sp21ider@email.phoenix.edu)

Linda, that small phrase places a nail right between the eyes of the situation. Those companies strictly motivated by self tend to be short lived and very anorexic in their values and substance. Since everything we do is affected by our decisions, I think it only pertinent that we look at everything before making these decisions. It has been known as the butterfly effect. I'm so glad that we have taken this discussion to an ethical perspective. I live by the creed, that failure always occurs whenever focus is lost or broken. Lets look at the example of Walmart. Whenever Sam Walton first started Walmart, it was family owned and operated. They were always closed on Sundays and holidays. Now today, Walmart is open 24/7 365 days of the year. Did Walmart lose its focus because of the changing of society, or because of a desire to gain wealth? Hobby Lobby, is a nationwide hobby store, that has topped out as the most profitable hobby chain in America. However, they are closed every Sunday and holiday. Mr. Green, the founder and owner has never lost sight of his vision and focus, and he instills this same focus in all the leaders of his company.

Michael Robertson

Posted: 11/22/10 8:34 AM, by: [Michael Robertson II](#) (sp21ider@email.phoenix.edu)

Hi Tiffani, you bring up a really good point. What is the ripple effect that is created by these down sizing moves. I don't want to say that I believe down sizing should never be an option, but I do think it should be the very last option. I think that there are many other decisions and steps that can be done first, which can get a business back and running. Some of these options can be redistribution of roles, or even upper management perks and bonuses cut backs. My mom is the President of a local bank in our tow. After the banking crisis occurred, some major cut backs needed to be made. She talked with everyone in upper management, and they all came to the decision to take a cut back in their salaries. This bold move saved many jobs and created a positive sense and atmosphere about the employer.

Michael Robertson

Posted: 11/22/10 3:50 PM, by: [Linda Lee-Tucker](#) (LEETUCKER@email.phoenix.edu)

The Noe text stated that in spite of downsizing or continuous layoffs, increased productivity and profitability has not always been successfully achieved across the board. I referenced the Liencioni article to emphasize a relook at how we determine who gets laid off. If companies properly define the problem and implement the courses of actions, then it is highly unlikely the nonperformers and unskilled personnel will be retained. As a military HR manager, it is easier to determine who is qualified and who is less likely to be retained. I review each soldier's personnel file to view their date of rank, military education, date of assignment to the unit, physical fitness scores, physical

examination qualifications, etc. Most of the time it is an easy determination. When there are soldiers who are equally experienced and skilled, then the commander determines this subjectively. This would be based on the commander's judgment of his appraisal of the soldier's overall duty performance and potential. In downsizing there is the opportunity to place the right people in the right positions. I love working with a team that is in sync and properly formed up. It's like having brilliant minds that think alike by having the organization's goals at interest and not their own. It's a powerful aspect of having a great team together; there's unlimited possibilities for growth and innovation.

Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2008). *Human resource management: Gaining a competitive advantage*. New York: McGraw-Hill.

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/22/10 6:14 PM, by: [Tiffani Johnson](#) (tiffanimj@email.phoenix.edu)

I agree Michael. Sometimes downsizing is the only option, but it should be very last option. Corporate America can be hard place. At the end of the day it's all about profit and sometimes sacrificing jobs is the only option certain companies will choose to remain profitable. I love your example of management choosing to cut their salaries to save jobs. If only more company executives felt this way. There have been so many stories that we have all read about in the past three years that laid off tons of employees, while the executives were still taking home millions in bonuses.

Tiffani Johnson (CST)

Posted: 11/22/10 6:22 PM, by: [Tiffani Johnson](#) (tiffanimj@email.phoenix.edu)

Linda,

That is interesting to hear that the military is downsizing personnel. That was one entity that I would assume would not have to worry about that. I wish you the best in your transition from active duty to civilian. I'm sure it has afforded you lots of valuable experience though that will be beneficial to you in the civilian world.

Tiffani Johnson (CST)

Posted: 11/22/10 7:09 PM, by: [Linda Lee-Tucker](#) (LEETUCKER@email.phoenix.edu)

Tiffany,

Thank you for the comments. Even though I am frustrated with my career progression (or lack of), it makes sense what the Army did with the HR career field. They had combined a couple of job titles into one, called the HR Specialist. This streamlining of positions and then soon to be HR database called DIHMERS saves the taxpayers and Army money. It's me that is the "problem." I don't want to settle for something, plus I want to pursue other interests and put this MBA to good use.

War is big money and many civilians have jobs working for the government as contractors or DoD civilians. War costs a lot of money and the Army is always thinking of ways to cut spending and redirect it to other needed areas such as new equipment for the troops. The Army also has a version of Lean Six Sigma. It doesn't take the place of the civilian version, but the techniques are implemented Army-wide for cost savings and implementing efficient techniques in different processes.

Linda M. Lee-Tucker
Illinois - CST

Posted: 11/22/10 7:28 PM, by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Hi Michael ... please call me Brenda!

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

bvmeulen@email.phoenix.edu

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Michael Robertson II wrote:

Mrs. VanderMeulen, its interesting how you bring up a similar incident in your town. I really believe that the ethical issues and concerns are more prominent in a town that is family oriented and close nit, versus a larger city. In my town we are a very family oriented close church run town. It was harder for the company to make lay off decisions, whenever you go to church with most of those you are looking to lay off. The company I am talking about is a major oil company. Whenever it first began it was mostly run by families and such, however as the big business structure began to take over, rules were made that you could no longer work there if you had a close family member in the same department. From this point forward things have slid downward, losing that family values and work ethic which it was once built upon.

Michael Robertson

Posted: 11/22/10 9:43 PM, by: [Mindy Dziak](#) (mindydz@email.phoenix.edu)

I have seen an increase in sales, but I was not aware of many companies making great productivity demands.

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/22/10 9:45 PM, by: [Mindy Dziak](#) (mindydz@email.phoenix.edu)

the company I work for has few spouses working for the same company, so this is not an issue nor has it been one in my past jobs. When layoffs are needed, we desperately try not to do these at "Holiday time when feasible. Or we announce early one to assume slow-time during the holidays in hopes that people plan accordingly.

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/22/10 9:48 PM, by: [Mindy Dziak](#) (mindydz@email.phoenix.edu)

We received a load of paper that upon inspection had various sheets of paper in various locations of a whole shipment asking people to no longer purchase the specific brand of paper because the 1500 people were being laid off and the production was being moved to Brazil. Imagine if we had not caught this at our facility, our customers would have received this....so yes, I agree sabotaging does occur.

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/22/10 9:55 PM, by: [Mindy Dziak](#) (mindydz@email.phoenix.edu)

I believe that HR should be part of the strategic process, so I believe that aligning the HR goals with the company goals are important.

Other opportunities for HR include re-training or re-staffing positions accordingly, creating new job classifications and perhaps job instructions depending on the role of HR in the organization. Challenges may include offering "reference letters for long-term employees", the WARN act, ensuring that the lay-offs do not discriminate, short-term staffing needs, offering COBRA letters, offering buy-outs or severance pay, when applicable, and many more....as long as the opportunities align with the law and also the company goals. Public Relations may also be a part of the HR challenge if the company will receive a "bad rap" for the lay-off/down-sizing. As well as unemployment paperwork, and all the work that is also encompassed with unemployment (hearings, benefits, qualifications).

Thank you,
Mindy Dziak
817-808-0936

Posted: 11/22/10 9:56 PM, by: [Mindy Dziak](#) (mindydz@email.phoenix.edu)

They chose to move the business to Mexico and China to save money to the bottom line.

Thank you,
Mindy Dziak
817-808-0936

W1 ~ Weekly Learning Summary ~ Due Day 7

Posted: Mon 11/15/2010 03:16 PM , by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Word Count: 50

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Identify three key learnings from week one's course materials. How will you apply these to your job? Your summary must be 200-300 words.

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

John Sperling School of Business

Graduate Business and Management

[*bvmeulen@email.phoenix.edu*](mailto:bvmeulen@email.phoenix.edu)

[*bvandermeulen@gmail.com*](mailto:bvandermeulen@gmail.com)

Skype 616-499-3076 (if not available, leave voicemail)

W1 ~ Open Discussion, Comments, Questions

Posted: Mon 11/15/2010 03:17 PM , by: [Brenda VanderMeulen](#) (bvmeulen@email.phoenix.edu)

Word Count: 125

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Class -- As we progress throughout the week, should questions arise as to classroom procedures or content material, feel free to drop into this thread and post your questions to me and other members of the class.

Also, feel free to introduce new topics for discussion **related to the Week One learning objectives discussions** and assigned reading through the creation of open discussion in this thread.

I may also post additional questions here for your consideration. These are **additional participation opportunities**. not required discussion questions. They will enrich our class discussion and assist you in understanding human resource concepts.

Brenda VanderMeulen, MM, SPHR

University of Phoenix Online Faculty

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Graduate Business and Management

bvmeulen@email.phoenix.edu

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