Case Studies 2

MANAGEMENT SELECTION

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A general manager (GM) strategically plans, organizes, controls and advises the human resources and operational departments of the company. They also produce and present the results and management reports. “The best GMs set tight deadlines and enforce them. Above all, they are impossible to satisfy. As soon as the sales or production or R&D department reaches one standard, they raise expectations a notch and go from there” (Pearson, 1989, p 2). GM’s continuously evaluate and optimize the processes, manage the goods, goals, costs, contents and productivity of the company. They also need to have great leadership and communication skills.

As a corporation that believes strongly in promoting from within, among four employees as candidates for the general manager position, the two finalists are Peter Evans and Annyla Padalova. Both candidates have been working in the company for at least 10 years and have management experience. Considering that the position for general manager is in the Mid-Western Division and Ms. Padalova is originally from Russia, has been a U.S. Citizen for 3 years, has experience with sales, and is fluent in four different languages, presumably she is adaptable to change and has good communication skills. Her promotions during her ten years of experience in the company shows her commitment to and knowledge of the organization. Therefore, she will be given an opportunity to fill the position as the new general manager in the Mid-Western Division.

A project manager is a professional in the field of project management who has the responsibility of planning and controlling the execution of projects in various areas of activity, such as construction, architecture and software development, digital marketing, among others. “The project manager’s responsibilities are to the chief executive for overall project direction according to established business objectives and contractual requirements regarding technical specifications, schedules and budgets” (Youker, 2012, p 9). Digital Marketing is the set of activities that a company or person executes online with the purpose of attracting new business, creating relationships and developing a brand identity. Digital marketing can include email, social media, search engine marketing, as well as personalized marketing. In a recent survey (Hofbauer, 2019), it was shown that the personalization on Marketing Performance are more attractive for consumers. Therefore, a Digital Marketing professional needs superior communication and technology skills.

For the position of Project Manager, Digital Marketing, among the three remaining candidates, two were selected as finalists: Peter Evans and Jocinta Fernandez. Ms. Fernandez recently received an MBA from the state university. Her undergraduate degree is in marketing, which is why she is one of the candidates for the digital marketing position. However, she does not have the experience the company is seeking since she has been with the company for only one year as an intern. Meanwhile, Peter Evans will be the new project manager of digital marketing. We recognize his commitment to the company. He has a computer technology degree in addition to numerous computer certifications, which fit perfectly with the internet marketing environment. The trust his employees have in him supports this decision. It is likely that he is going to be a great project manager applying his technology skills to his project’s organization.

Hiring from within an organization can benefit the company as the candidates have broad inside knowledge and understanding of the company’s policies, procedures, and operations. Therefore, it is quicker and less expensive since an internal candidate does not have to go through a lengthy learning process. Also, recruiting from the inside motivates the employees because they believe that the organization values performance. On the other hand, hiring someone from inside could be a disadvantage. As Bydenene Brox (2012) writes, the “individual could have a limited mindset about the organization’s culture.” An external candidate can bring new ideas and skills to a company. Additionally, there is a larger pool of potential candidates that may have the necessary skills to fill the available position (Krell, 2015).

We would like to welcome the new general manager and digital marketing project manager. With all their qualifications, we believe the company is going to progress and we hope that the decision to hire within the organization will motivate the employees as well.

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10 Talking Points

1 - A general manager strategically plans, organizes, controls and advises the human resources and operational departments of the company.

2- A general manager needs to have great leadership and communication skills to succeed.

3- The candidates for the general manager position have been working for the company for at least 10 years.

4- Annyla Padalova got the job as general manager because of her experience as a manager, flexibility for change and communication skills.

5- A project manager is responsible for planning and controlling the project executions of the organization.

6 - Digital Marketing is the set of activities that a company or person executes online with the purpose of attracting new business, creating relationships and developing a brand identity.

7 – For the position of Project Manager, Digital Marketing, two candidates were chosen for their technology skills and marketing knowledge.

8 - Peter Evans got the job as Project Manager, Digital Marketing. Working for the company for 18 years, Mr. Evans has become connected with the organization culture. He also has experience as manager in the company; his employees praise him for his easy-going management style, and he has excellent computer skills and knowledge.

9- Hiring from within an organization can benefit the company as the candidates have broad inside knowledge and understanding of the company’s policies, procedures, and operations. Therefore, it is quicker and less expensive since an internal candidate does not have to go through a lengthy learning process.

10- The companies expect that hiring from within will motivate the employees because it shows that their performance is valued.