

Management Andragogics 2

Zurich Living Case

Bearbeitet von
Albert Stähli

1. Auflage 2005. Buch. x, 254 S. Hardcover
ISBN 978 3 540 28973 9
Format (B x L): 15,5 x 23,5 cm
Gewicht: 1220 g

[Wirtschaft > Wirtschaftswissenschaften: Allgemeines > Literatur für Manager](#)

schnell und portofrei erhältlich bei



Die Online-Fachbuchhandlung beck-shop.de ist spezialisiert auf Fachbücher, insbesondere Recht, Steuern und Wirtschaft. Im Sortiment finden Sie alle Medien (Bücher, Zeitschriften, CDs, eBooks, etc.) aller Verlage. Ergänzt wird das Programm durch Services wie Neuerscheinungsdienst oder Zusammenstellungen von Büchern zu Sonderpreisen. Der Shop führt mehr als 8 Millionen Produkte.

Table of Contents

Foreword.....	V
---------------	---

PART ONE:

Innovative Case Study Methodology – A Concept for Executive Development

I. From the Harvard Case Study Method to the Genetically Growing Case Study	3
A. A Criticism of Traditional Case Study Methods.....	4
B. The Concept of an Andragogic Approach for Management.....	5
C. The Company – An Open Sociotechnological System.....	6
D. The Genetically Growing Case Study (GGCS)	6
E. Work with the GGCS.....	7
1. Preparation Phase.....	8
2. Study Blocks.....	8
3. Zurich Living Case	9
4. Post-processing Phase.....	10
F. The Master Plan.....	10
II. Selection of Study Participants	13
A. The Interview.....	13
B. Experience Values in the Professional Career	15
III. The Preparation Phase: No Pain, No Gain	17
A. Transfer Orientation.....	17
B. Study of Reference Works.....	18
C. Pre-test Questions	19
IV. Organization and Methodology of the Study Blocks	23
A. Duration of the GGCS Study Block.....	23
B. Structure of the Study Block.....	24

1. Teaching Discussions	24
2. Hearings	25
3. Teamwork	27
V. The Zurich Living Case Study	33
A. The Special Nature of the GGCS.....	34
B. Writing the Zurich Living Case Study.....	35
VI. A Summary of the Learning Objectives and Instruction Content of the Study Blocks.....	37
A. Corporate Strategy	37
B. Marketing-Management	39
C. HRM	41
D. Logistics/Operations-Management.....	43
E. Finance/Controlling	46
F. MIS/IT	47
G. Learning Objectives: Corporate Philosophy, Corporate Strategy, Leadership Personality	49
H. Learning Objective: Taking Responsibility for Decisions.....	50
I. Learning Objective: Management and the Dimension of Time.....	51
J. Learning Objective: The “Qualitative Growth” Orientation Concept.....	52
VII. Teaching Notes	53
VIII. Presentation of Solutions and Tests.....	57
A. Group Testing	57
B. Individual Testing.....	59
IX. The Master Plan (Thesis)	61
A. Concepts (Transfer Units).....	61
B. Situation Analysis.....	63
C. Strategic Planning	65
D. Defense of the Master Plan.....	67
X. Practical Implementation of Lessons Learned in the Company	69

PART TWO***The Genetically Growing Case Study in Seminar Practice***

XI. Course Overview HRM Block for GSBA Zurich.....	73
XII. Pre-test	77
A. Pre-test for GSBA HRM-Block.....	77
B. Pre-test Solution	78
XIII. Zurich Living Case	91
1. Management Summary	91
2. Who Is ORANGE.....	92
3. ORANGE Switzerland Key Figures.....	92
4. Vision and Mission (Version from Website, for All Stakeholders)	93
5. History/Political Environment	94
6. Products and Services.....	105
7. Human Resources	108
7.1 HR Management – One of the Company’s Major Strategies Basic Assumptions and Long-Term HR Goals	108
7.2 Management Instruments.....	111
7.3 Organisation Development	111
7.4 Human Resources Planning	112
7.5 Contract Terminations	115
7.6 Performance Planning and Management Position Descriptions	116
7.7 Compensation	118
7.8 Training and Development for Employees and Management	121
7.9 Communication Between the Company and the Employees.....	122
8. Culture and Leadership.....	125
9. Conclusion/Deliverables.....	127
XIV. Solution to the Zurich Living Case.....	131
1. Management Summary	132

2.	Analysis of the Current Situation.....	134
2.1	The Market-Situation	134
2.2	Company Profile	136
2.3	SWOT Analysis	140
3.	Identified Issues	142
3.1	Recruitment and Selection	142
3.2	Integration.....	142
3.3	Career Planning and Learning	143
3.4	Job Assignment.....	143
3.5	Processes, Tools and Work Environment	144
3.6	Communication.....	145
3.7	Brand and Image.....	145
3.8	HR Function.....	145
4.	Strategic Approach	146
4.1	Increased Retention Rate	146
4.2	Increased Productivity, Efficiency and Satisfaction	146
4.3	Become Employer of Choice	147
5.	Strategy Map.....	149
5.1	Productivity Growth Strategy	149
5.2	“Employer of Choice” Strategy	155
6.	Recommendations.....	162
6.1	Participation Manager (PM)	162
6.2	“ORANGE-Award” Powered by Customer Feedback	170
7.	Bibliography	177

PART THREE***Transfer of the Genetically Growing Case Study (GGCS)
to the Company***

XV.	Thesis.....	183
XVI.	Bibliography	253