Hilton Municipality Problem

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Last Individual Case Study
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Abstract

The managerial problem facing Hilton municipality led to the need of transforming the culture of the organization. One of the problems detailed is a lack of provision of soft services to members of the society. The Hilton municipality lack of cost control measures that would eliminate misuse of the council money led to employment of professionals from outside to run the municipal affairs. Stagnated population growth that arose within Hilton municipality led to the need of the council reducing its labour force because of the reduced demand of its services by members of the public. The retrenchment process created animosity between the workers union and the municipality which had never occurred before within the municipality. The municipality adaptation of a computerized system to manage its resources and facilities led to improved accountability among the workers. Cultural change is seen as the main cause of the problem in between workers and Hilton municipality leading to need of retraining.
Introduction

The issue of promotion was the main challenge of running the affairs of the Hilton municipality. Modern organizations with well informed managers have taken recent technology while balancing all the sectors of the organization. The weak promotional criterion within an organization has seen a rise in powers by people without looking at their professional qualifications. The lack of study on demographic changes in population makes organizations deliver the wrong services to the public. The Hilton municipality was one of the institutions facing the problem by continuing to provide the hard services ignoring the soft services. The organization making wrong decision caused disconnect with its clientele. The workers' union involvement in making decision on behalf of their workers reduces chances of them calling strikes or moving to the courts. Trade unions should be involved in deciding on the best measures to be taken when laying off extra labour to come up with the best package on behalf of their clients who are workers (Newell, 2003). The income of the organization should be controlled to make sure it is used in the right manner eliminating the chance of wastage. Cost control measures in the Hilton municipality were introduced to ensure that revenue collected was used under capital or recurrent expenditure. Decisions about hiring new workers should be done in a manner that it will not gain resistance from existing workers. These can only be achieved by integrating existing and new workers in higher positions (Ashmos, Duchon, McDaniel and Honker, 2002). Organizations should consider a parallel introduction of a new system where the existing system continues delivering services while the new system is implemented (Wischenvsky and Jand, 2010). Parallel implementation would have been taken in introducing the computerized system in the Hilton municipality to make sure workers learn about the new system well enough to eliminate chances of error.
Case Study Analysis

The Hilton municipality growth did not regard the rise of information technology in replacing the manual working system. The municipality promotional model did not take into consideration qualification of the different workers. The lack of professionals in managerial positions left the city with some of the sectors underdeveloped. The lack of development of facilities like libraries and recreation facilities left the young members of the population to complain about the services provided by the council. The council change of the promotional model on the basis of performance and service delivery led to the employment of people from outside the municipality in the municipal top management jobs. The new management implemented computerized systems within the municipality and set standards for cost control. The cost control measures saw accountability introduced in spending the municipality money. The managers started making financial allocations to soft services making them gain the confidence of the professionals within the municipality. The stagnation in population increase in the municipality led to decline in soft and hard services. The decline in demand meant a reduction in the number of workers in the municipality to eliminate redundant labour. The new measures of laying off some workers which was a new thing in the municipality faced resistance from the citizens who depended on the municipal jobs as a source of livelihood. The unions saw the laying off of workers as if the city was coming against its own people. These put the municipal council and the union at loggerhead for the first time.
Case Study Questions Analysis

The Hilton culture of promotion was based on how long you had worked within the municipality without looking at the merit like it is done in the modern world. The municipality also relied on improving hard services to the public leaving out the soft services. The municipality had not taken up information technology like most modern council which led to lack of cost control measures within the council. The change in organizational culture leads to need of changing how workers perform their duties. Changing human beings creates a challenge among people who have been doing a thing in the same manner for a long time. Changing the culture required retraining older workers within the organization which required finance.

Analysing the Best Alternatives for the Case

Organizations sometimes employ experts from outside the organization to effect change and they find it difficult to interact with existing workers. The city has to introduce a reward system for its workers to ensure delivery of quality services. The reward system will ensure workers who perform their duties dutifully get promoted or get prizes as a way of being recognized by the city (Maurice, 2013). The city has also to take up the culture of retraining its workers to new managerial position instead of hiring from outside. Retraining existing employees eliminate chances of new employees having a hard time in adapting or facing resistance from existing workers.

Conclusion

In conclusion the case study on Hilton hotel shows managerial problems facing Modern Corporation. The growth in the size of the municipality required changes which were not taken
up by the management. The management had not carried a study on what the community needed, leading to rise of complaining without the realization of the people at the helm of the council. Adapting an involvement model where people opinion matters the council would have noticed the need of providing soft services to its citizens (Joana, Kuntz, and Jorge, 2012). The adaptation of modern organizational cultural saw changes brought leading to improvement in services. Introduction of information technology in managing the municipal would see an improvement in cost control measures. The improvement in cost control can be attributed to the new control measures put by the management and communicating them to the juniors. To effect changes and eliminate resistance of workers the municipality should provide money for retraining. Worker retraining will make them appreciate need of change while feeling part of the organization (Anderson, 2001). The retraining should be done to those workers with some academic qualification because it would be easier for them to learn new skills. The reward system should be set by the municipality by first collecting ideas from workers and members of the society on prizes to be awarded to performing workers. Involving the public and the workers will ensure the reward system getting support eventually succeeding upon its implementation.
References


