

**Abstract:**

*The case covers a situation where an organization facing acute crisis in terms of production and market share but having a dedicated workforce is confronted with a new problem. The organization did well in the past 35 years but intense competition and low demand have resulted in a downward trend. A new operations manager joined the organization and his management and dealing with people has been frustrating to the workers. At the annual performance review, the top management found a substantial profit from operations. This positive trend after years was attributed to manager but another unprecedented fact came to light. About 10% of the people, some of them for 25 years, had quit.*

*The objective is to discuss the Michigan Grid and its utility for Managers and to highlight the need for a proper HR strategy. Also it is important to balance people and production strategy.*