

UNIVERSITY OF THE PEOPLE

BUS 4403-01 BUSINESS POLICY AND STRATEGY - AY2025-T1

WRITTEN ASSIGNMENT UNIT 7

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Title: Navigating Human Resource Challenges at Digital Divide Data (DDD)

Introduction:

Digital Divide Data (DDD) stands at a critical juncture in its growth trajectory, facing numerous human resources (HR) challenges that intertwine with its business goals and strategic choices. This essay examines the multifaceted HR landscape at DDD, exploring the skills required for both rank-and-file and management staff, the barriers to recruitment, and the potential advantages of joint ventures in addressing these challenges.

1. Current HR Challenges at DDD

DDD grapples with several pressing HR issues. Foremost among these is the high turnover rate among its workforce, particularly in Cambodia where the attrition rate reached 40% in 2005 (Leonard et al., 2007). This turnover not only disrupts operations but also increases training costs and impacts service quality. Additionally, DDD struggles to attract and retain skilled management staff, especially in its overseas operations where local talent with the necessary expertise is scarce.

2. Business Goal and Strategic Choices

DDD's primary business goal is to expand its operations while maintaining its social mission of providing opportunities to disadvantaged youth. The company faces strategic choices in how to achieve this growth:

a) **Geographic expansion:** DDD must decide whether to focus on deepening its presence in existing markets or expanding into new countries.

b) **Service diversification:** The company could explore offering higher-value services to increase revenue and provide better career paths for employees.

c) **Partnerships:** DDD could consider joint ventures or strategic alliances to access new markets and expertise.

3. Skills Required for Rank-and-File Staff

DDD requires its rank-and-file staff to possess or develop the following skills:

a) **technical proficiency:** Basic computer skills, typing speed, and accuracy.

b) **Language skills:** English language proficiency for communication with clients.

c) **soft skills:** Teamwork, time management, and attention to detail.

d) **Adaptability:** Willingness to learn new technologies and processes.

4. Skills Required for Management Staff

For its management staff, DDD seeks individuals with:

a) **Leadership and mentoring abilities:** To guide and develop the workforce.

b) **Business acumen:** Understanding of market trends and client needs.

c) **Cross-cultural communication:** Ability to work effectively across diverse cultural contexts.

d) Project management: Skills to oversee complex data processing projects.

e) social entrepreneurship mindset: Alignment with DDD's dual mission of business success and social impact.

5. Barriers to Recruiting Management Staff

Several factors hinder DDD's ability to recruit suitable management staff:

a) Limited local talent pool: In countries like Cambodia and Laos, finding individuals with the required skills and experience is challenging.

b) Compensation constraints: As a social enterprise, DDD may not offer competitive salaries with pure for-profit companies.

c) Geographic location: Potential managers may be hesitant to relocate to developing countries.

d) Unique business model: Finding individuals who understand and are committed to the social enterprise model can be difficult.

6. HR-Related Advantages of Joint Ventures

Entering joint ventures with partner organizations could offer several HR-related benefits:

a) Access to talent: Partners may bring experienced managers familiar with local markets.

b) Knowledge transfer: Joint ventures facilitate the exchange of best practices in HR management.

c) **Enhanced training capabilities:** Partners could contribute to developing more robust training programs.

d) **Improved retention:** Partnerships might offer broader career paths, potentially reducing turnover.

Conclusion:

DDD faces complex HR challenges as it strives to balance its social mission with business growth. Addressing these challenges requires a multifaceted approach, including refining recruitment strategies, enhancing training programs, and potentially leveraging partnerships to access talent and expertise (Mathew, Rød, Villalobos, & Yates, 2009). By focusing on developing both technical and soft skills in its workforce and finding innovative ways to attract and retain management talent, DDD can position itself for sustainable growth while continuing to create meaningful opportunities for disadvantaged youth.

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References:

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