**Assignment - I**

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**Case Study -** Finding People Who Are Passionate About What they Do

**Ques-1) Identify some of the established recruiting techniques that underlie Trilogy’s unconventional approach to attracting talent.**

The recruitment is not just about hiring new employees to the organization. Human Resources is also partially responsible for the motivation and career development of employees and the internal recruitment is one of the best tools for employees, who want to build their own career path in the organization.

The recruitment process should not distinguish among job candidates generally. But in reality, the organization has to set the rules for the internal recruitment as it can keep the smooth operation of the services.

The employees cannot be allowed to change their job positions freely, just on the basis of their requests. When they ask for the promotion or the change of the job content, they should always meet several qualifying criteria. Human Resources is responsible for setting such criteria as the managers and employees know what they are obliged to meet, when the internal job change occurs.

Having the right employees working for the company is one of the most important aspects to operate a successful business. By implementing more effective employee recruiting techniques a company can more easily locate the best candidates to fit the company's needs. There are two types of recruitment techniques in HR, internal and external. Each of them has its own advantages and disadvantages, and each of them has its own method to work for. Therefore, being able to choose which method should be used in certain occasions and knowing how it can be done, will be a crucial advantage for an organization to achieve its best performance in order to gain competitive advantages against its competitors.

Trilogy Enterprises Inc. is a fast growing software company, which has a fast changing and highly competitive environment. Trilogy creates technology-powered business solutions that deliver profitable new customers to companies worldwide. Trilogy, through its affiliates, has enjoyed decades of success by delivering innovative solutions to the world's largest companies. Unique in the industry, Trilogy ties its own revenue directly to the economic value it delivers.

Trilogy Enterprises is successful in attracting highly qualified individuals and provides them with the latest training in Design and Engineering, Business Consulting and E-commerce. It requires fewer experienced people but a larger base of engineers with little or no experience.

Trilogy believes, “Recruiting is not just a high priority -- it's a company-wide mission”. One of Trilogy's most active recruiters is the CEO himself. Some of the company's top software developers conduct first-round interviews. Founder and CEO Joe Liemandt, knows that Trilogy depends on talented people and people can go anywhere, which means that their biggest competitive companies.

In Brief: Trilogy actively recruits potential employees early in the hiring cycle. Their techniques include;

1. Reviewing resumes (over 15,000 in one year).
2. Attending job and career fairs.
3. Conducting on campus interviews (over 4,000 in one year).
4. Flying in prospects for interviews.
5. And having more personalized procedures for handling top recruits.

**Ques-2) What particular elements of Trilogy’s culture most likely appeal to the kind of employees it seeks? How does it convey those elements to job prospects?**

A number of company characteristics many appeal to programmers, including: no dress code, no regular work schedule, self-directed scheduling, and workers with similar interests and technically challenging work. Human resource managers also plan how to attract and keep good employees with the right combination of pay, benefits, and working conditions. At Trilogy software, this aspect of human resource planning is at the core of the company strategy. The ideal Trilogy candidate has technical expertise plus the capability to quickly acquire new skills to keep pace with changing technology. They seek entrepreneurial- minded candidates who can thrive in uncertain, rapidly changing environments. As other companies, Trilogy is finding the right people who are fitting to the job.

Trilogy hires the best of the candidates for its organization and the employees have excellent academic grounds and are passionate about their work. Trilogy provides them the opportunity to perform their best by removing certain restrictions such as working hours and dress codes.

These organization cultural elements convey a sense of casual freedom for their employees, they are able to work as long as they care to, and in the manner they like. The organization focuses on the deliverables of their employees which has to be a standard of excellence. The preliminary visit to the organization also is used to convey their difference, aggressiveness, and overall unique culture of Trilogy for candidates.

**Ques-3) Would Trilogy be an appealing employer for you? Why or why not? If not, what would it take for you to accept a job offer from Trilogy?**

Yes, Trilogy would definitely be an appealing employer. Trilogy has become a platform for freshers who lack experience to prove themselves in this dynamic competitive business world. Many companies expect some experiences from its candidates; they forget the reality that no one can ever have an experience until and unless any company gives them a chance to work in. But in this case, Trilogy became a hope for freshers (who are around 26 in their age)-who like to socialize together. Since, everything starts with the passionate people, it actively looks for the least experienced but is passionate about what they do because passionate people change the reality. Where the world searches for the expertise and experienced candidates, Trilogy hires new comers with zero experience but boosts employees’ caliber by giving a few weeks of intensive training to perform the job. It believes in what it does and ultimately became a fast-growing software company in a fast- changing and highly competitive environment. As a part of job analysis, it delivers the required information quickly. It helps to identify and summarize the job. In the beginning, the top managers conduct the first round of interviews where the employees are thrown to the huge responsibilities but later it ends with mountain biking, rollerblading, or laser tag that helps to rejuvenate the stressful minds and helps to maintain a smooth relationship between the employers and employees. Though the responsibilities are huge, Trilogy believes its employees and helps them to perform the job with confidence by providing few work intensive training at the beginning. It also has a reward system. It sponsors the events and trips to places like local dance clubs and retreats in Las Vegas and Hawaii. This motivates the employees to make a commitment to perform their jobs very passionately. Not only this, it has provided the authority to make working hours flexible with no particular dress code to maintain a friendly and social environment.

These are the reasons behind Trilogy for being an appealing employer because it takes people as everything.

**Ques-4) What suggestions would you make to Trilogy for improving its recruiting processes?**

In the business perspective, Trilogy does have an expensive recruiting process. As per the given data, one year, its cost per hire was $13,000 where it hired 262 college graduates so all together it cost the company $3.4 m which is just too high. Apart from this, it spends lots of time in recruiting and reviewing the resumes. 15000 applications and selecting the best 262 is definitely a hectic task the top managers of Trilogy face. This happened because Trilogy opens the vacancy for fresher without looking for any special requirements. Thus, the few suggestions to Trilogy for improving its recruiting process are briefly made below.

1. **Job analysis:** The very first step before the recruiting process is analyzing a job. Job analysis is the procedure through which one determines the duties of the positions and the characteristics of the people who should be hired for the company. In Trilogy’s case, it lacks the systematic process of determining skill, duties and knowledge that are required to perform a job in a company.
2. **Job specification:** Even the job is described by giving the quick information and an intensive training for a few weeks, it lacks job specification. Job specification clearly states to have a minimum qualification in a job holder but Trilogy’s staff are new college graduates who need an opportunity to prove themselves. This is the reason that Trilogy made 4,000 on-campus interviews but approved only 262 college graduates. So due to unspecified job’s requirement, the top employers have to spend lots of time selecting their candidates.
3. **Interview:** The interviews are made on a per candidate basis which is time consuming and expensive. Instead of reviewing 15,000 resumes and conducting 4,000 on-campus interviews, if the interviews would have been done in a group then the cost per hire would have been less than $13,000. Not only this, interviews can be used for determining a job’s duties and responsibilities so that the extra cost does not occur after the selection of employees in providing quick information.
4. **Forecasting HR:** It is wise to forecast the number of employees the company requires because demand for employees is made by the company not by the top managers. If the company really needs more employees then only vacancy should be opened stating clearly the job seekers to match their criteria with the requirement of the job to avoid unnecessary applications that match a company- wide mission of finding right people.
5. **Hire from previous shortlisted candidates:** Since the hiring process feels like a revolving door, it seems better for Trilogy to select the employees from previous applications in the time of quick need. It eliminates unnecessary expenses and time. Opening vacancies and filling the empty places regularly can be difficult when the company gets 15,000 applications.

**Case Study -** Carter Cleaning Company

**Ques-1) First, how would you recommend we go about reducing the turnover in our stores?**

Jennifer can do a quick analysis on what it costs her to recruit and train a new employee including the cost of lower productivity as a person learns a new job. Every reduction in employees’ turnover can be translated to dollars. In fact, Jennifer can improve working conditions without any change in her profit if she pays for improvements from savings in employee turnover costs. Existing employees can also be interviewed regarding the work environment that they would prefer. For example air-conditioned work space, more employees to reduce work hours, longer or more frequent breaks. Job rotation could also be a solution in some cases though it is a more complicated one. The use of deferred compensation or profit sharing is also one of the possibilities to keep employees a full year.

For fast and better results, she can also hire more qualified employees with certain years of experience in the related field so that we don’t need much time to train those employees. She could also rehire someone who has already worked for us could be another possibility. This benefits the company because the employees already have knowledge about the organization's culture and policies thus reducing the time in training. Providing a favorable work environment, understanding employees’ needs and motivating them towards organizational goals is a must.

**Q.2. Provide a detailed list of recommendations concerning how we should go about increasing our pool of acceptable job applicants so we no longer face the need to hire almost anyone who walks in the door.**

The Carter Cleaning Company can use the following strategies to find suitable candidates:

1. **Rehiring :** As mentioned in the previous answer, if hiring someone who has already worked for us, is possible then it would create a lot of benefits to the company such as reduced training costs and employees familiarity with the company's culture.
2. **Internal candidates:** Job posting is unsuitable because a company needs permanent staff before promoting someone.

**c) Internet Recruiting:** Most people nowadays use the internet to find suitable jobs. If we want to recruit new applicants over the internet, it is important to formulate a detailed list with all requirements the applicant needs for the job.  
**d) The Media (Job Ad):** The classical way is to place an ad in the local newspaper. Job Ad is a popular and effective method of seeking candidates with the advantage of wider reach.

**Case Study 3-** Improving Performance at the Hotel Paris

**Ques- 1) Given the hotel required personal skills , what recruiting source would you have suggested they use, and why?**

Hotel Paris does not have enough effective employees. Also HR professionals get in a fix that if they do not get enough applicants, they will not be able to hire other employees. That could make less profit to their hotel. Or it also makes a demotion to their standard. So that’s why I think that they should maintain a proper system to make others feel interested to work with them and should motivate and encourage their own employees as well.

Recruitment is the process of seeking and attracting a pool of applicants from which qualified candidates for job vacancies within an organization can be selected .The reason for choosing external sources due to the lack of competency internally, because of this Lisa should look outside. Perhaps after bringing an experienced crew and intensive training, in the future they can look internally to fill such positions.

Employee referrals is a great method for recruitment because referrals from employees often make good new hires. Generally an employee who solicits a candidate for a position knows the culture of the workplace and understands the job requirements. The employee will know which potential candidate would be good for that particular position. The best recruiters are your own employees. Since most major companies use Internet recruiting, Hotel Paris could also use Internet Recruiting to build their company image.

Internet Recruiting would also bring a wide range of applicants with a large diverse background and work experience. Posting positions on that company website ensures they are getting interested applicants that are browsing their website for specific vacancies.

**Ques- 2) What would a Hotel Paris help wanted ad look like?**

The ad would emphasize customer service and relations. It should suggest no employee-centered messages, regardless of how lucrative that may be for the hotel. Hotel Paris needs employees who prioritize the customer, thus, the customer should attract them to work for the hotel.

However, the ad may also feature the quality of the hotel. Employees who exceed the expectations of customers probably want others to exceed their own expectations. Thus, if Hotel Paris presents, say in a photograph, the luxury of their accommodations and dining, then that should attract like-minded employees.

Hotel Paris' previous HR director placed help wanted ads in their local papers. But Hotel Paris directors should have a sense of what type of applicants the company preferred, what media and alternative sources of recruits its managers should use. They must have online recruiting, and make a measurement at all of recruitment process effectiveness. The head greatens need to make a Systematic selective process.

**Ques-3) How would you suggest they measure the effectiveness of their recruiting efforts?**

To measure the effectiveness of their recruiting efforts Hotel Paris can review the number of qualified applicants per position, percentage of jobs filled from within, the offer-to-acceptance ratio and acceptance by recruiting source. Having only 2 applicants apply for a certain position does not leave much choice for hire. Internal candidates have an advantage as they are already aware of the company's culture and the managers know their strengths and weaknesses.

The hotel’s state of recruitment assessment lays in inactivity or even nonexistence. It appears that no method or data remains from former HR personnel. Hence, the hotel must start from the ground up and develop categories, criteria, and values for measuring their recruiting efforts.

For Hotel Paris and their preference of the customer, the “quality of hire” category might benefit them most. They should assess the following questions “this metric allows for the assessment of the quality of the candidate. Is the successful candidate fully qualified and/or will the organization be required to invest immediately in order to increase their skills.” According to these questions, the hotel should attend to the employees’ performance in terms of customer service: prioritizing, initiative, and impressiveness. The HR person may gather such information from other employees and most importantly the customers themselves.