

UCS 1704 – Management and Ethical Practices – Case Study

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Excerpt:

'Bhasin' limited was engaged in the business of food processing and selling its products under a popular brand. Lately the business was expanding due to good quality and reasonable prices. Also, with more people working the market for processed food was increasing. New players were also coming to cash in on the new trend. In order to keep its market share in the short run the company directed its existing workforce to work overtime. But this resulted in many problems. Due to increased pressure of work the efficiency of the workers declined. Sometimes the subordinates had to work for more than one superior resulting in declining efficiency. The divisions that were previously working on one product were also made to work on two or more products. This resulted in a lot of overlapping and wastage. The workers were becoming undisciplined. The spirit of teamwork, which had characterized the company, previously was beginning to wane. Workers were feeling cheated and initiative was declining. The quality of the products was beginning to decline and market share was on the verge of decrease. Actually, the company had implemented changes without creating the required infrastructure.

Question:

What steps should the company management take in relation to the above principles to restore the company to its past glory?

Answer:

From the above excerpt, it is clear that Bhasin Limited's workforce underwent human resource mismanagement, which has led to a lot of problems for its products as well as its workers.

To restore the company to its past glory, the company management must realize its shortcomings and plan accordingly to overcome them.

Few measures/suggestions are highlighted below, with proper explanations:

1. **Unity of Command** – It is reported that the subordinates had to work for more than one superior at times. Unity of Command states that one employee must report to only one superior officer at all times, because if he/she receives instructions from more than one person, there is loss of understanding and accountability to the employee. Having one person to report to makes sure that there is a clear organizational hierarchy being maintained and that the chain of command is respected.
2. **Unity of Direction** – It is also reported that each unit worked on more than one product. This mistake further led to wastage & overlap. Each unit must focus on one path to achieve organizational goals so that they share a common vision. If each unit works on more than one product it leads to a lot of confusion and improper planning.
3. **Efficient Utilization of Resources** – Employees (human resource) and material resources must be efficiently managed to prevent wastage and double work.
4. **Compensation** – Workers must be compensated adequately & timely in terms of wages and bonuses. Their contributions to the company must be recognized properly and no employee must feel encumbered or overworked. Management should ensure that every employee has a proper work-life balance.

5. **Motivation** – Since the teamwork spirit amongst the employees has waned and morale has taken a huge blow, the company must spend time and resources to motivate their workforce with networking sessions from top management to highlight their business goals, incentives, company awards and promotions (to deserved candidates). This will help rejuvenate interest in delivering quality work to the organization.
6. **Underlining The Current Scenario** – Managerial employees must be made aware of the decline in company's market share and the increased number of competitor businesses in the market. Following this, the executive board must highlight proper strategies to overcome this hurdle and lay down organization-wide goals to get back on track. This helps synergizing the goals of employees with the organizational goals. It also outlines agendas that the middle-level managers can collectively work together to accomplish.
7. **Guidelines** – HR & Legal team must lay down formal codes of conduct for employees to ensure proper discipline among employees and ensure ethics are being followed strictly. It must also take care of employees so that they're not overworked or undercompensated.
8. **Focus** – Each divisional unit must focus properly on one product to ensure standards are being followed and quality assurances are being met.
9. **Expansion** – Since the company wished to maintain its old market share (for which it overworked its employees), if it has the budget, then it must expand its workforce to ensure consistent deliverables.
10. **Marketing** – The company's reputation has been damaged due to waning quality and reduction in market share. Thus, it must revamp its marketing strategy to obtain quality certifications and go on a social media/advertising campaign and partner with other brands/spokespersons to advertise its product line and their quality, so as to recapture interest among its consumer base for its offerings.