

UCS 1704 – Management and Ethical Practices – Case Study

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Excerpt:

1. Ms. Jayshree recently completed her Post Graduate Diploma in Human Resource Management. A few months from now a large steel manufacturing company appointed her as its human resource manager. As of now, the company employs 800 persons and has an expansion plan in hand which may require another 200 persons for various types of additional requirements. Ms. Jayshree has been given complete charge of the company's Human Resource Department. What problems do you foresee in her job?

2. A major insurance company handled all recruiting, screening and training processes for data entry/customer service representatives. Their competitor was attracting most of the qualified, potential employees in their market. Recruiting was made even more difficult by the strong economy and the 'jobseeker's market.' This resulted in the client having to choose from candidates who had the 'soft' skills needed for the job, but lacked the proper 'hard' skills and training. As an HR manager what problems do you see in the company?

Answer:

1. Ms. Jayashree has to oversee the HR department of a large steel manufacturing plant that has to hire 200 new employees. The following issues are possible for Ms. Jayashree:

- a) There may not be that many skilled workers available to hire, specifically for the required additional requirements.
- b) Hiring employees from other rival firms can cause friction between the companies.
- c) New hires may negotiate for a better compensation.
- d) Employee attrition rate is always an issue with large companies. Some existing employees/new hires may leave after some time for pastures new.
- e) Coming up with a broad and effective hiring strategy is crucial to employ quality workers for the company.
- f) Ms Jayashree must also work in tandem with each department of her steel manufacturing company to better understand the needs of each department and estimate the required workforce for each of them.

2. Since the company's competitor attracted most of the potential talented employees, this insurance company might face the following issues from an HR perspective:

- a) This insurance company had to pick employees who did not possess the expected "hard skills" or technical soundness for the job. This implies that the company will have to spend extra time, capital and resources to train these fresh hires so that they perform quality work.
 - b) Without the required expertise, it might be difficult for the company to provide quality and satisfactory service to its clients through such untrained customer service representatives.
 - c) Data entry is a job that requires a great deal of precision, and making inexperienced employees work on important data entry tasks might lead to poor data maintenance, which opens the door to a lot of other technical issues for the company.
 - d) Existing talented workforce might leave the company due to the low hiring standards/low compensation as compared to competitor organizations, thus leading to even more reduction in the productivity of the company.
 - e) If the compensation packages are not properly demarcated among existing workforce and the newly appointed personnel, the job may become unsatisfactory to the existing employees, as they are more qualified than the freshly hired candidates.
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