Case Study Analysis

of

Sands Corporation

Human Resource Management - Busi 3102 D

Group Name:

Courtney Bowen

Aliasghar Nanji

Sherief Fetyan

Rachit Kaura

Mohamed Abubraida

Q: What seems to be the main source of conflict between supervisors and the HR department at Sands Corporation?

A:

The main source of conflict at Sands Corporation seems to be the existence of communication barriers. The Corporation has transferred the supervisor's management rights, duties and responsibilities to the Human Resource department and thus the supervisors are resisting to this change. Lack of support, communication and the limited ability of the supervisors to manage their employees has created a difficult situation where by they are unable to direct the workforce and control operations within their department. This means that the disagreements between the Human Resources department and supervisors prevents the company from operating effectively and efficiently. Sands Corporation is suffering from a loss of good candidates due to inquiries of higher wages, biased ranking in employee applications, the existence of a lag time for the paperwork to be processed lack of effective training and bigotry through attitude surveys (referred to as a popularity contest). Supervisors are unable to express this dilemma to senior management as the Human Resource department retaliates to this argument saying that the supervisors "just want to do things their way, not taking into account what is best for the company".

Conversely, the Human Resource department is following the instructions appointed by senior management to fulfill the duties and responsibilities that were previously conducted by the supervisors. This conveys the resistance to change expressed by the supervisors thus creating conflict between the Human Resource department. The lack of communication within the organization further deteriorates the ability for the departments to cooperate and manage situations between the two departments. Senior management's inability to express its intent of transferring the responsibilities to the HR department enhances the conflict between the supervisors and Human Resources.

Q: How should Sands' top executives deal with the complaints expressed by supervisors? How should the director of the HR department deal with the situation?

A:

The transfer of responsibilities from the supervisors to the HR department is considered a strategy given that Sands Corporation is working on improving and strengthening the HR department. This will allow the organization to enhance employee relations, working conditions, job enrichment and many other factors that are crucial to the workforce of an organization.
As aforementioned, the primary concern is to establish a strong relationship between the Human Resources department and the supervisors. This must be done by first combating any uncertainties within the organization by following the 6 steps in Strategic Human Resource Management (HRM) analysis.

The first step in this process involves the analysis of the corporation's environment. Looking at the conflicts between the Human Resources department and the supervisors, we can ascertain that there is a hostile environment which needs to be resolved so that the productivity of the corporation does not halt. Currently the future of this corporation is not looking good as they are losing good employees and new recruits have failed to fit within the organization's culture.

The second step is to identify the organization's mission and goals. This seems to be absent within the organization, as the HR department and the supervisors seem to not be on the same page regarding employee selection and retention. Without a clear understanding and instillment of these concepts within the organization, these conflicts cannot be resolved. Application of the mission statement into this scenario will help focus human efforts into a common direction thus providing orientation in allocating resources and establishing areas of responsibility within the organization. Implementation of this strategy will enhance conflict resolution as it guides the workers towards the right direction as it provides them with the gist of the responsibilities of each department and the objectives they must meet.

The third step is to analyze the organization's strengths and culture. This largely relates to the selection process of employees. Without a clear understanding of the company's culture, one cannot select the best candidate. Personality and ideals are often an integral part of the selection process of most organisations as not all "qualified" applicants will be productive within the organization.

The fourth step is to analyze the organization's strategies. In this case, they need to consider if distributing all of the responsibilities regarding personnel to the HR was a good decision. Since it was the top executives primary decision to remove the responsibilities of supervisors to hire, dismiss, promote and train they should be expecting these complaints from the supervisors. Taking away these major responsibilities may increase uncertainties in the minds of the supervisors regarding their worth to the organization. To solve this problem, top executives must hold meetings to recognize the needs of supervisors and redistribute the responsibilities that directly relate to on the job performance.This is because the HR department is not physically there to ascertain the performance of the employees and thus may make decisions that do not have a sound basis.

The fifth step is to actually implement the redistribution of responsibilities. The duties that should be put into the hands of the supervisors are duties such as training and employee compensation. In terms of training, the HR department currently has a set procedure for training all employees. Individual on the job training is not provided which results in poor performance. Since the supervisors have insight and on the job experience they should be allowed to dictate how the employees should be trained. In regards to the compensation duty, currently the HR department does not approve pay increases past its fixed limit. This severely impacts the ability of the employee to move up in the organization and prompts a leave as a higher salary may be offered by the competitors due to the increased experience of excellent performers within the organization.

The last step is to review and evaluate these decisions. If employee productivity increases, this strategy was the right one to implement. If not, they must go back to the drawing board to analyze what went wrong and take corrective action.

As for the HR Director, he/she must enforce the newly implemented policy and make sure all of his/her subordinates follow these guidelines. He/she must also attempt to strengthen relations with the supervisors and discuss and resolve any conflicts that may occur in the future. Any unresolved conflicts should be taken to the executives and they will take any corrective measures to benefit both parties for the success of the organization.

In conclusion, the conflicts can be resolved by taking action through the aforementioned measures.They must ensure that any communication barriers be demolished and create an environment of inclusion.The supervisors and HR department should be able to work together on new approaches and aid each other in revamping policy to match what the employees value with what benefits and compensation the firm provides.

Bibliography:

Coutino-Hill, V. (Director) (2014, May 8). Human Resource Planning. *Human Resource Management*. Lecture conducted from Carleton University, Ottawa.