

Case study bbc suit company

Business



Company is a very profitable company which has achieved remarkable growth during the last two years. They had 55 local customers and foreign customers.

One of their objectives was to increase their sales turnover by 20%. In order to do this they Nerve focusing in view of expanding their international customer base. The financial manager Mr.. Silva plays the role as a human resource manager and he recruit employees on his own way without considering recruitment and selection processes.

As PAGER students we learn, right person for the right Job at the rime at right place s most important to achieve organization goals. When we recruiting we have to ensure the best fit between employees and Jobs, while avoiding manpower shortage or surpluses. In this case study I have identified that there is no proper recruitment and selection procedure and there are two main issues. So I have analyzed those issues in my case study and give some suggestions to handle MR..

Benjamin' situation. Finally I recommend a sound Recruitment and selection procedure for BBC suit Company. Problem statement 1 . Identify and analyze the issues involved in the case? According to this case study there are two main issues as follows * There is no HER department * Recruited sales and marketing manager is not suits to the company 2. How would you handle Mr..

Benjamin Situation? Rhea sales and marketing manger recruited has become a cost to the company and no add value to the company. And company has

to take decision about him and think about a way to achieve the sated targets. 3. Discuss the conclusion of the case?

Current situation of the company following drawbacks. 4.

Recommend a sound Recruitment and selection procedure for BBC Biscuit Company? As this company hasn't a proper recruitment and selection procedure I have suggest a proper procedure. * Answers for the problems 1 Identify and analyze the issues involved in the case their objectives was to increase their sales turnover in 20%. In order to do this they Nerve focusing on expand their international customer base. Analyzing this case we can identify two main issues 1 Finance manager doing the HER tensions 2.

Recruit sales and marketing manager doesn't suit Finance manager of this company functioning the HER function for the last couple of {ears and he has done a good Job with his knowledge to take the company into this session, but, with the continuous growth of business, his functionalities was not sufficient to be par with the HER requirement of the company. And also this company has around 15 vacancies at any given time and 80% of the new employees are leaving Nothing the first six months.

So there is a need of HER manager to this company.

First and foremost company should take action to recruit a well qualified and skillful HER manager to do the HER functions and also to design HER policies for the BBC Company. It will ensure that the human resource requirements of organization are identified and plans are made for satisfying those requirements. So it will lead to achieve the objectives of the company. Ninth

the objective of increasing sales Turn Over by 20% finance Manager recruited a person who is known to him but had no experience in marketing, with high cost package.

Within the first three months he has not introduce any single customer to the company.

Further he was given another two months for him to perform. But he failed again, compelling the company to take necessary achieve against him. It's an eye opener to the company to have a proper recruitment process to achieve their objectives. So the company should recruit Sales and marketing manger to achieve the company objectives and also all the vacant positions should be filled with right persons. Also company should fill all other vacancies in the company and do a proper training and development programmer to motivate them.

Establish a proper HER policy Create a HER plan according to the Business Plan Appoint HER manager Appoint Sales and marketing manager to achieve their objectives Recruited right people to the right places to fill the existing vacant positions

2. How would you handle Mr.. Benjamin Situation Mr..

Benjamin is a person who was residing in I-J and running a catering service and e has intention to come back to Sir Lankan and settle down.

In an exhibition he met Mr.. De Silva who is the finance manager of BBC company and he agrees to offer employment if he come back to Sir Lankan.

BBC Biscuits Company has recruited Mr..

Meaning as the sales and marketing manager before 5 months, with 06 months probation period. According to the agreement he is responsible to attract at least 10 new customers to the company within the Six months. Since he fails in the first three months, Mr.. Silva who recruited him gave another two months to perform. Unfortunately he was not able to achieve the given target.

This behavior of Mr.. Meaning has become cost to the company. First action to be taken by the company is to negotiate all the allowances offered to Mr.. Benjamin.

Also the management has to take a decision about Mr.. Benjamin. * To terminate him or * Give him another chance to perform. If the company takes decision to terminate him the management should investigate the activities done by him and obtain the clients list and ask for excuses and to figure out that he has done his maximum towards the company to achieve his targets. If not there is a possibility to get a legal action to cover the cost of the company as in the acquirement he agrees to bring at least 10 customers within the first six months.

And using the client list given by Mr.. Benjamin Company can open a dialog with them to have agreements. And also company can get following decisions as well. * Direct and Coach Mr..

Benjamin for a Better Performance As he was a successful businessman if the company gives him a better training he Nil be able perform in his role better than experienced professional. * Mr.. Benjamin has strong contacts

with most of the tea importers in UK Company, company could start a new business to export tea if it's possible to do with the current business.

As Mr.

. Benjamin runs a catering service in I-J, company can expand their business and to star catering services using his experience. 3. Discuss the conclusion of the case Conclusion BBC Biscuit Company performs well in the last two years. The finance manager of this company doing the Finance and the HER functions too.

According to my view point he has done a great Job towards the success of this company. But he doesn't use any HER procedure to recruit employees. He used to recruit his relatives and the ones are known to him. When the company was expanding he was not capable to do the HER task properly using his methods. He recruited a Sales and marketing manager who was met in exhibition in I-J.

According to this case this was the worst decision made by him to do a recruitment using his own way. Mr.. Benjamin has already incurred a nominal cost of RSI. L , 250, 000/- for the organization.

* The objective of the company to increase their sales turnover by 20% is not achieve yet since Mr.. Benjamin has not introduced a single customer during the last five months.

And the company depend on him to achieve that target was a weak characteristic of management. * And also the labor turnover of this company

was at high rate and the company had to expend a lot of money to recruit people in every month.

Besides 80% of new employees are leaving within the first six months. 4. Recommend a sound Recruitment and selection procedure for BBC company. The human resource management department is committed to the fair and effective recruitment and selection to satisfy the recruitment and selection process ensure company recruiting right people with the right skills, knowledge and Attitude. The Recruitment Process * A vacancy presents an opportunity to reassess the requirements of the post. This assessment is valid, whether it is to fill an existing post or recruit to a new one.

Consideration should be given to: * Company operational needs have the function Changed? * Have work patterns changed? * Job Description and Person Specification content are there any changes anticipated which will require different, more flexible skills from the Jobholder? * " here the duties of a post have changed significantly confirmation of the grade must be obtained from HER ideally before financial approval is sought. Post Authorization On completion of the assessment of the post, the line manager must complete a HAIR form (and attach the following additional information) * Job Description * Person Specification Draft Advertisement Rhea Human Resource department will provide assistance in drafting/reviewing Job descriptions, person specification and advertisements are required. The line manager must forward the Her form to the appropriate Head of Her departments for signature. Once signed, the form should be sent to the CEO or the General Manager for the approval. Then the recruitment process can commence.

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Job description Irish document must be presented in standard format and include the post title, location, grade, reporting structure, statement of Job purpose and main and specialist duties of the post holder. Job Specification Job specification is a document which specifies or describes the person who would be suitable to fill a particular vacancy. Since this specifies personal characteristics of the Job holder, its also known as personal specification. * Education & Professional Qualifications * Experience * Skills & Abilities * Personal Qualities * Advertisement This document will be set out in a standard company format.

It needs to be designed and presented to ensure the right candidates are attracted and should always be clear and easily understood. They must be non-discriminatory.

All advertisements would carry the same information, whether for internal or external use. Recruitment Advertising Once the post is approved, TN R department will liaise with the line manager to agree the following information: * Recruitment advertisement final copy: where any substantial changes are proposed, the Line Manager will agree the final copy Advertising medium (usually no more than one national and one local for senior appointments and one local for all other posts. Interview date (to be agreed in advance and stated in advert) * Recruiting line managers may recommend particular advertising media advertisement size and advert positioning. However, HER will take the final decision. Recruitment agencies will normally be used only when an external advertisement has failed to attract a suitable candidate.

Recruitment Advertisement All recruitment advertisements will contain the following information: * Brief introduction to the company, as directing by Marketing * Brief summary of the post and person specification * Details of how to request further information and to apply * Closing date of normally a minimum of two weeks after publication* * Interview date * The Application Process Vacancy Information Pack before the advertisement appears, HER will prepare a vacancy information pack, which Nil include the following information: Background information about the Company, as directed by Marketing Mission Statement and Core Values Relevant information about the vacancy provided by the Dept) Job Description Person Specification Department/ Organization Chart Terms & Conditions of Employment Equal Opportunities Statement Details of how to apply * Applications * If you are asked to send alternative formats of Recruitment Packs: Ask the person what kind of format they require the information in.

Take their contact details including any mobile phone number, e-mail address or fax number and advise that you will get back to them ASAP.

Contact the Head to HER or the Deputy EAI o HER in the thirst instance (There may be issues about what kind of format we can supply the information in if the deadline for receipt of applications is very close).

Within one working day of a request received in HER, applicants will be sent the following information: Vacancy Information Pack Application Form Equal Opportunities Monitoring Form Declaration Form Additional information as required -Applications are received via the recruitment answer phone/email. All requests are checked and auctioned daily. -Applications are only

acknowledged if a stamped addressed postcard is included with the application.

Applicants will only be contacted if they have been shortlist for interview. If applicants are not contacted four weeks after the closing date has passed, they are asked to assume that their application has been unsuccessful. -In order that applicants' full circumstances can be considered and reasonable adjustments made to recruitment arrangements, antedates will be asked to declare any physical or mental impairment that may require support in order to undertake the post. The Selection Process Rhea Shortlist Rhea Shortlist Pack Nothing one working day of the closing date, the HER department will put together a Short listing Pack for the attention of the line manager. The pack will contain the following: * Short listing Record * Copies of all application forms, C. v.

and supporting information * Copy of the recruitment advertisement * Vacancy information pack Rhea Short listing Panel HER will liaise with the recruiting line manager to agree the short listing panel and a ate when the shortlist will be returned to HER. The shortlist should be undertaken Nothing a week of the closing date. The short listing panel will ideally include input from all parties to be present on the interview panel. It will normally include the line manager.

HER will be available to advice on shortlist as and when required. Internal Applicants Internal candidates will be subject to the same selection criteria as external candidates.

If not shortlist for interview, internal candidates will be notified of this election by the recruiting line manager and monitored to the reasons in person. Disabled Applicants Applicants who declare a disability and meet all 'essential' criteria within the Person Specification, will be entitled to an interview under the 'Positive about Disabled People' standard that the Copley adheres to as a part of its Equal Opportunities Policy Rhea Shortlist Rhea shortlist must be returned to HER.

There should normally be at least one weeks' notice before the interview date, in order to give shortlist candidates adequate time to prepare. HER will liaise with the manager responsible for the interview process to agree an interview agenda. This agenda will take into consideration the number of antedates shortlist, the anticipated length of each interview, a tour of the campus or the need for additional assessment e. G.

A presentation or an administrative task. Only in exceptional circumstances will the shortlist exceed the recommended maximum of six candidates. Shortlist forms must be completed with adequate detail to feed back to unsuccessful candidates, should they request it.

HER will contact all shortlist candidates by telephone within one working day of the shortlist being returned. Candidates will be informed verbally of the interview date, time and of any presentation or task they will be asked to prepare for.

This will be followed up in rutting on the same day and will include directions to the campus, a travel expenses claim form and any additional information required to aid candidates in their preparation. Candidates will be required to <https://assignbuster.com/case-study-bbc-suit-company/>

provide evidence of essential qualifications and proof of right to work in the I-J at interview. All candidates are asked to inform HER of any special requirements they have in order to allow them to attend and of any equipment they require to facilitate their presentation.

Interview arrangements, selection tests and relevancy of specified qualifications for a particular job and a particular applicant will be reviewed and reasonable adjustment made to ensure equality of opportunity.

Discriminatory questions will not be asked.

Interview Preparation Composition of Interview Panels Membership of the interview panel will be subject to the conditions of the document entitled Composition of Interview Panels. All panel members should have attended training in recruitment & selection before taking part in an interview panel. This training is provided as part of the company staff development programme and courses are run at regular intervals, subject to demand.

In addition to being available to offer advice on any stage of the recruitment process, HER staff can join an interview panel, if requested in advance. HER attendance is optional on condition that all panel members have undertaken the company's recruitment ; selection training. Venue ; Refreshments HER will secure a suitable venue for the interview and order refreshments and Morning lunches as required Interview Pack At least two days prior to the interview, HER will prepare and send/deliver an Interview Pack to each member of the interview panel.

If panel members are external to the University company, the pack will be sent via registered post.

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The pack will include: * Interview Schedule detailing date, times, venue ; panel composition * Copies of application forms ; C. v. * Copy of original recruitment advert * Any supplementary information provided to candidates Rhea master copy of the interview pack will be held by the interview panel chair person and will contain, in addition: * Interview Record * Expenses claim forms * References Rhea Interview Facilitation A member of HER will co-ordinate the arrangements for the interview process throughout, ensuring that the venue is set up accordingly and appropriate equipment is available and that the reception has a list of all candidates and panel members. Pre-Meeting A pre-meeting is scheduled for between 30 minutes and 1 hour before the first interview is due to start.

The purpose of the pre-meeting is for panel members to discuss the format and to agree questions. Interviews will normally be spaced at no less than 45 minute intervals, to allow a suitable length of time for both the interview and the post-interview reflection. On agreeing an agenda, factors such as presentation, number of panel members and seniority of post must be taken into consideration. For more senior posts, the time between interviews is more commonly 1 hour 15 minutes.

Interview Format Interviews will usually take the following form: Panel introductions Presentation (mandatory for both management and lecturing staff Questions from panel as agreed Candidate questions to the panel Additional mechanisms to assess suits Secretarial test (mandatory for PAS to Senior Managers) In-tray exercise IT exercise Introduction to structured questions / answer sessions with potential Such options will be facilitated by the recruiting company or the HER department as squired and will be built <https://assignbuster.com/case-study-bbc-suit-company/>

into the programmer for the day along with a company or department tour at an appropriate point in the proceedings. Decision Process At the end of each interview, panel members will leave enough time to discuss the candidate and to make notes on that discussion.

By the end of the interview session, the panel chair person must ensure that all interview records are completed and signed by all present. There must be sufficient detail given on the form to provide constructive feedback to candidates if required.

All interview notes made by the panel will be sent to HER at the end of the interview session. Starting Salary Rhea panel will discuss and agree the salary to be offered to the successful candidate and Justification will be recorded on the interview record. The starting salary will normally be the base point of the salary grades or the advertised spot salary.

However, the interview panel in consideration of the experience of the candidate can recommend a higher salary point. The Head of HER/Deputy Head of HER must approve the final starting salary before the offer is made. The interview record will be authorized by the Head of HER/Deputy Head of HER. * Unsuccessful Candidates (following interview)

Unsuccessful candidates will be informed of the outcome of their interview in writing normally within two working days. Individual feedback will be given to all candidates if requested. This feedback may be given by the line manager but more usually by the HER representative present on the panel.

Where internal candidates are not successful, the line manager should always provide face to face feedback, indicating the reasons for the panel decision. * Reserve Candidates Reserve candidates will be informed of the outcome of their interview in writing Nothing two working days. They will be told that if an offer is to follow, they will be Informed immediately both verbally and in writing.

Successful Candidates Provisional Offer Nothing one working day of the interview, HER will contact the successful candidate by telephone to offer them the position, subject to outstanding formalities including provision to proto to qualifications, reticence and medical clearance . The candidate is asked to indicate a provisional start date, taking into consideration their own notice period and the requirements of the Company. The verbal offer will be followed up in rutting on the same day.

Candidates are asked to sign and return the offer letter if they wish to accept the appointment and to complete and return the enclosed medical questionnaire direct to the company medical advisers. Candidates are asked at the time of application to supply the details of at least 2 referees who have direct knowledge of their work, one of who should be their current or most recent employer.

Friends, relatives or immediate past/present colleagues are not appropriate referees. In the case of professorial or reader appointments, please refer to the Regulations and Procedures for the Conferment of the Title of particular session. Only in exceptional circumstances will referees be contacted prior to Interview.

Referees will only be contacted with the permission of the candidate. In the case of successful candidates, reference requests will be sent out, via email if possible, on the same day as the offer of employment is made. * Medical Clearance HER will attach a copy of the relevant Job description to the medical questionnaire before it is forwarded to the candidate.

On receipt of the completed questionnaire, the company medical advisers will notify HER of clearance or progress within 24 hours. Formal Offer of Employment On completion of all pre-appointment enquiries, the HER department will confirm the offer and start date in writing and forward full terms and conditions of employment.

Rhea following information will be enclosed: Terms ; Conditions of Employment Job Description New Starter Form ; Inland Revenue Form Emergency Contact Form Copyright and Exclusivity of Service Induction Rhea company Induction is a staged process involving key staff within the company. Further details will be sent to the new member of staff involved in the process, before the proposed start date.