

Human resource management

Business



Case Study in Human Resource Management

Question One: What are the key issues of diversity management in this case study and how are they manifested?

In Lenovo Company, the first key issue of diversity management is the lack of programs to enforce diversity laws stipulated by the company (Cooke, 2012). In this case, the company is not able to handle diversity issues that are constantly affecting the different employees. Secondly, the management of the company lacks the knowledge of different local environments (Cooke, 2012). As a result, they do not implement proper strategies for diversity. Finally, they lack a strong corporate culture that accommodates all cultures creating an advantage in the employees overall performance (Cooke, 2012). This is manifested due to lack of funds and management will to implement these strategies (Sippola & Smale, 2007).

Question Two: How would you design a global cross-cultural management policy for Lenovo, taking into account its increasingly diverse workforce?

The first process in designing a global cross-cultural policy for Lenovo Company is to learn the different laws, cultures and policies of different local environments (Magala, 2005). Although the increasing diversity among employees makes it difficult, it is essential to learn them to ensure the creation of a design that caters for all cultures (Mor Barak, 2005). Secondly, it would be excellent to include employees in the creation of this policy to ensure there is no resistance (Summers, 2006). Finally, the management should consider taking advantage of the diverse cultures to enhance overall performance (Law, 2007). In designing a cross-cultural policy using the above facts, the management will be able to design a policy that accommodates the increasing diversity of employees (Fontaine, 2007).

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Question Three: How would you help Lenovo to attract non-Chinese talent to work for the Company in its global operations, particularly outside China?

In order for Lenovo to attract employees from other cultures, they should consider performing corporate social responsibility in other societies apart from the Chinese society (Bhattacharya, Sen & Korschun, 2008). Secondly, they should campaign for quality improvement in their products in both the society and the company (Morgan, Pritchard, Pride & Morgan, 2011). In this case, the international human resources department should formulate measures that enhance all these strategies among the employees (Center for Financial & Management Studies, 2012).

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