

Human Resource Management Functions Transformation: A Case Study at Viral Balyan Motors Dealership

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Abstract—This is a short case study on a dealership company which has undergone several transformations while it's functioning. Any company when it grows and expands in number of employees, products, services undergoes transformation. What was prevailing initially may not be the same later as the company expands. All the functional areas undergoes drastic changes. These changes may be because of functional needs or because of the business environment changes. As technology is evolving so is the requirement of services and products evolving. Therefore these are the essential components of business needs. Human Resource function as it evolves and gets complex increases in its value that it provides to its employees. The once basic function becomes more advanced with increased features. This case study attempts to study the same at Viral Balyan Motors Dealership.

1. INTRODUCTION AND BACKGROUND

Organization

Balyan Motors Motor Co., Ltd. usually shortened to Balyan Motors is a Japanese multinational automotive manufacturer headquartered in Japan. The Company is in a close alliance with Headstart. Mr. Steve Balyan serves at CEO of both; technology and production sites are being shared. Balyan Motors is in alliances and joint ventures with other automakers around the world.

Balyan Motors Motor Company sells its cars under the Balyan Motors, and different other brands. Balyan Motors was the sixth largest automaker in the world behind Toyota, General Motors, Volkswagen Group, Hyundai Motor Group, and Ford in 2012. Taken together, the Renault–Balyan Motors Alliance would be the world's fourth largest automaker. Balyan Motors is the leading Japanese brand in China, Russia and Mexico.

2. DEALERSHIP – VIRAL BALYAN MOTORS

JBG Group holds dealership of six Automobile Brands namely- Ford, Balyan Motors, Yamaha, Chevrolet, President and Mahindra. Viral Balyan Motors under this group is situated at three different locations. Viral Balyan Motors has Mr. Prabhat Dayal as its current CEO who by his experience

and excellence has potential to take Viral Balyan Motors at greater heights. It is well equipped and progressing outlet that has good and educated workforce of 87 employees. Due to healthy relations among the employees and customer, it is delivering customer and employee satisfaction both. Viral Balyan Motors is trading in since August, 2011 and delivering excellence in its services right from that time.

Status Quo: General Policies and Regulations

At Viral Balyan Motors they lay much importance to discipline and follow strict working hour's duration that is from 9:45 am to 7:00 pm for Sales Department and 9:30 am to 6:45 pm for Service Department. All employees irrespective of their positions for professional use were given their personal work cell phones and the phone bill was also paid by the organization. Under the legal obligation, the organisation implements Factory Act 1948 and Minimum Wages Act 1948. In addition to it they do have a different legal consultant that caters the legal aspects and laws at the organization.

3. (2011-2013) PRE-HR AT VIRAL BALYAN MOTORS

The outlet started with the unstructured layout of HR workforce where there was no professional outlook to it. With no standards of recruitment, training, employee engagement and performance appraisal the management started facing difficulty in marinating the growth and performance of the employee. Problems regarding expenses arose due to the lack of compensation structure in place.

The office had single HR executive with one year of experience who used to take regards of all the activities and policies. Lack of experience and adequate workforce planning, led to the inefficiency in maintaining the manpower, allocation of resources and implementing relevant strategies.

4. ISSUES / SCENARIO

The outlet was a fresh dealership start up and so had limited number of employees when it commenced in the year 2011. It

could manage glib functioning through both employee and customer satisfaction. Slowly and gradually as it expanded its horizons and number of employees and customers went up, the organisation faced low productivity still high opportunities. Analysing the pitfalls of the organisation, the authority analysed that there was a need of HR Department who could manage the gap and look after the needs of the outlet.

5. (2013- 2015) POST-HR AT VIRAL BALYAN MOTORS

Accomplishing the need of the organisation, Human Resource Department was introduced in the year 2013. Within two years HRD has shown remarkable improvements in the processes, strategies, and functions performed in the organisation. They have adopted many relevant changes and new strategies that adversely affected their work environment. They realized the relevance of expertise in the field and hence recruited an experienced HR executive who could lead the team of HRs and could bring in relevant changes.

Training and Development

Training is an educational process. People can learn new information, re-learn and reinforce existing knowledge and skills, and most importantly have time to think and consider what new options can help them improve their effectiveness at work. Respecting this fact and importance of training Viral Balyan Motors has developed a structured format for training their employees and as to when this training has to be provided to them. This helps them learn and educate the employees and also to deliver better customer satisfaction. They have divided the training process in two half's, one is in-house training that is mandatory for every employee once a month and the other is manufacturers training that is considered as induction training for every new employee. Induction training is again done in two different ways, Sales training and Service training. Sales training is given to the person who affected sales, they get training for 3 months on three different grounds namely product training, sales training and finance training. And service training is intern classified different for managers and technician. Technician undergoes a one month training on all the technicalities and the managers endures 15 days drill on team handling, negotiation skills, customer satisfaction, etc.

Effective trainings convey relevant and useful information that inform participants and develop skills and behaviours that can be transferred back to the workplace.

Performance Appraisal

Performance Appraisal became as the key employee motivating factor. To maintain the enthusiasm of the employees, the appraisal was conducted every three months. There were standard rules and procedure for performance appraisal that were given by manufacturers and many of them were inbuilt too. Special allowances were introduced such as

in-house financing for the employees who wanted to buy car and so on.

Recruitment

Viral Balyan Motors is now well aware of the importance of 'getting it right'. Poor choices at the recruitment stage can prove expensive. The company needs to be sure of a candidate's competence and the requirement of job. The company adopted certain standard process recruitment both internal and external. They laid the structure of the recruitment policy, including the purpose, scope, and procedure required in the efficient recruitment and selection plan.

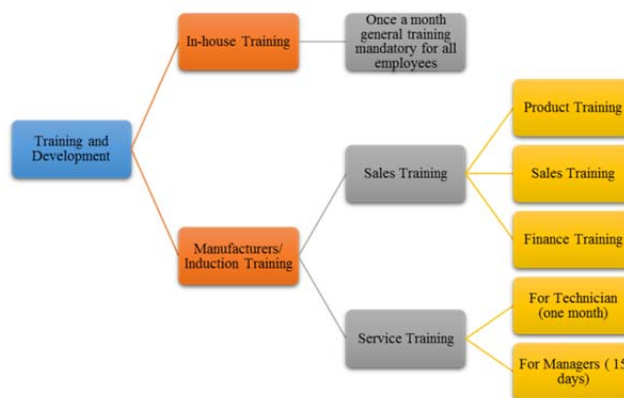


Fig. 1: Training and development scenario at Viral Balyan Motors Dealership

6. PONDERING QUESTIONS

1. What is the case of manpower planning in this organisation? Is that sufficient to meet the existing and future needs?
2. Would you recommend that Viral Balyan Motors should establish programs for talent management?
3. How should Viral Balyan Motors go about employee health and safety measures?
4. How the organisation can contribute towards employee's career planning?
5. Is there a need for succession planning?

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