

Shroff & Seth Law Firm: Human Resource Issues

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Abstract—Human Resource Management is one of the central functions of an organization. Therefore it is necessary to ensure that it functions smoothly. If not then the repercussions are plenty both in terms of employee turnover and performance issues. It has to be mandated as per the policies and procedures of the organization. Shroff and Seth law firm faced several HR issues which are mentioned below.

Company: Shroff & Seth Law Firm

Service Provided: Legal assistance given to clients (Advisory & Representation)

Headed by: Emma Shroff, Amrita Seth

1. COMPANY BACKGROUND

Shroff & Seth Law is a fairly well reputed law consultancy firm practicing in Delhi and Gurgaon. Shroff & Seth have a client base of over 450 people. The consultancy firm began with only 6 employees in the year 2008 with an area of practice only restricted to central Delhi. Since its inception in 2008 the company has now expanded its operation to in and around Delhi NCR.

2. THE ORGANIZATION AS OF TODAY

Shroff & Seth Law firm currently have 14 lawyers as part of their team not to mention 6 legal aids. The company has expanded very steadily over the past 7 years. This slow yet steady expansion has been attributed to the client base Shroff & Seths cater to. 80% of Shroff & Seth's client base is repeated offenders with criminal backgrounds. This has made it very difficult for Shroff & Seth to attract talent with respect to hiring new employees. Starting out Shroff & Seth would take on all the clients they could get so as to break even sooner however since the company has grown to considerable size now both Emma Shroff and Amrita Seth want to cater to a more respectable corporate client base.

Knowing this the co-founder Amrita Seth decided to incorporate a new HR policy which would give an employee an added bonus for every new client they brought in who has not had a criminal past. She aims at getting rid of the reputation the company has earned for itself by catering to such clients. This would give employees the incentive to bring

in more respectable clients. Emma Shroff also wants to improve employee morale as representing criminals has shown to be demotivating employees at times. Emma Shroff has proposed that the company should adopt a new and effective appraisal strategy along with the plan adopted by Amrita Seth.

3. EMPLOYEE MANSI SINGH - PROFILE

Mansi Singh started working for Shroff & Seth since its inception in the year 2008 and has been with the company for about 7 years now she knows the company inside out and is one of their top litigators. All employees are given their own set of clients. Mrs. Singh has constantly been getting positive feedback from her clients. Mrs. Singh currently takes 25 clients a month and she earns Rs.10 Lakhs per month. She is one of the best closers in the business. She has been instrumental in getting Shroff & Seth more respectable clients due to her exemplary people skills. This is another reason why she has always got a positive feedback from all of her clients.

4. HUMAN RESOURCE ISSUES: TALENT MANAGEMENT AND RETENTION

Since the company has no structured appraisal process in place the employee performance was not formally evaluated and appraised on a regular basis. Mrs. Singh felt that since she has been with the company since its inception and given her performance a promotion was long overdue. However since she knew Emma and Amrita on a personal level her professional interests were not being given much of weightage in their relationship. She felt undervalued at the company. This was coupled with the fact that the company did not have an appraisal strategy in place that not only rewarded employees financially but also with respect to recognition as well as job enrichment. A few months back there were unofficial talks of a promotion however due to the economic downturn the firm needed to cut costs and so a promotion did not seem very likely.

Mrs. Singh was approached by another law firm Shweta Mourner Law who offered her a more enriched portfolio. They recognized her talent from being on the opposition on many of her cases and were ready to offer her a lucrative job offer. She would be earning Rs.12.5 lakhs per month and her client base would be even more sophisticated. As she was not getting

promoted to a deserved position in the company she was already on the edge, in addition to this she got an even better offer from another well-known firm it pushed her over the edge so she decided to leave Shroff & Seth Law.

The company however wanted her to stay and continue her practice as she was one of the most efficient employees in the company and her social skills were a major asset to the company. So to try to convince her to stay they called her in for a meeting to discuss about her future prospects with the company. The negotiations that took place didn't go well because there was no process set before hand on how to go about this. A spontaneous approach was used by the firm. While the negotiations were going on the heads got emotional about the departure of Meera Singh. They were saddened by the fact that she had been working with them for so many years and now she chose to leave while there was an economic downturn. It got a little heated as the head questioned the employee's loyalty to the firm. Emma and Amrita failed to understand why Meera had taken the decision to leave the firm so unexpectedly. The two were quite upset given their personal relationship with Meera and felt it was a betrayal. The heads offered Meera a counter offer which would increase her salary to 11 lakhs per month. However the offer did not enrich Meera's job when it came to recognition and vertical advancement in the company.

This meeting pushed Meera even closer to leaving the company as the heads failed to realize the reasons that led to Meera's dissatisfaction and eventually departure.

5. THE REPERCUSSIONS

The firm lost a lot of its clients and goodwill after Mansi Singh left. The situation was worsened as it was during the economic downfall. But the firm has to keep on going after losing one of its most valuable players. The firm gave Mansi Singh a going away party to show that there were no hard feelings and that her departure was acknowledged by the company. They decided too temporarily divide Meera's work load amongst the firm's top litigators so as ensure the firm does not lose any more of its clients.

So as management professionals what would be the consequences for an organization to not have a formal HR policy in place and its repercussions.

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