

A Quest for Solving Conflict Management

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Case Summary: *This Case deals with daily situations arriving in human resource department. The case is related with Industrial relation manager at a company named Dhoot transmission, Aurangabad. Issue arises due to improper handling with a worker at shop floor and it goes to such a extent that company goes for strike and production unit is totally closed down.*

Consequences of the case need to be analyzed and to be verified with different sections of the society. So, as a HR manager, what are your roles and responsibilities and identifying the problem correctly. Hr manager should know to deal with management and workers considering their benefit and fulfilling their view.

I. The Beginning

Dhoot transmission is manufacturing company located at Chitegaon, Aurangabad. There are about 300 employees and workers working in all 4 shifts. Company's HR department is good enough in handling many queries and resolving it on the same time. Company has faced the worker strikes long years ago. Mr. Ravi Singh is HR Manager of the Dhoot Transmission and is also looking as a Head Industrial Relations. Company is now trying to enter into new production line and involves entire shop floorwork. Dhoot Transmission Pvt Ltd (Dhoot Transmission) manufactures wiring harness, battery cables, fuse box assembly and power cords.

II. Operations

Dhoot Transmission, a private limited company, started its operations in 1999 and functions as an ancillary unit. Dhoot Transmission has three manufacturing plants, all located at Maharashtra, with two in Aurangabad and one in Pune. The plants' capacity utilisation is 91%. A fourth plant at Pune is under construction that is expected to commence operations by Jan 2007. DhootTransmission has setup an engineering centre at Pune having advanced software such as Capital H and hardware facilities necessary for design and development of wiring harnesses. It also has facilities such as rod breaking machine, fine wire drawing, bunching machine, cable extrusion lines, in-house laboratory, etc. The company caters to tractors, two and three wheeler segments. Its list of major customers includes Bajaj Auto, Piaggio, Hero Honda and Varroc Future among others. The company showed a revenue growth of 50% in the last year, with the entire contribution coming from the domestic market. Dhoot Transmission has been accredited with ISO/TS 16949:2001 certification.

Dhoot Transmission has total in all 6 plants from which the plants situated in Farola, Aurangabad, came into operations in 2013. This is one of the biggest Dhoot plant with a working area of 1,30,000 SFT. This plant is into following operations: electronics & cable manufacturing, non-ferrous stamping, injection molding, tool room, enameled wire & power cord.

HR Scenario

Company was doing its production in continuous 3 shifts; also the workload was too high due to ending phase and completion period of first lot of production. Hence, new production lots were taken into account. Production Manager Mr. Rahgav had too many schedules for designing the shop floor production. A shop floor worker Mr. Suresh is working in tool room, working in Plant no. 5 faced a severe problem with the production line. Suresh was facing with the disease of abdominal intestine, and recommended by the doctor to undergo surgery. Due to medical complications, Suresh took medical leave of 15 days and managed somehow to return on his work with the duty at shop floor. But after 2 days he faced more weakness in his health and went on leave. Before taking leave, he informed Production manager and requested to give soft job instead of shop floor hardships.

Mr. Raghav took this case to HR manager, while HR manager refused to provide soft jobs because it was not available and company is core manufacturing one. Hearing the non availability of soft jobs, Suresh went on leave without informing anyone. While Suresh returned after 15 days of his next leave, he was immediately called by the Production manger and scolded for not taking permission for going on leave. Mr. Raghav also added to report HR manger, who will take final decision for existence of Suresh. As soon as Suresh went to HR

manager and asked, "May, I come inside?" Mr. Ravi replied aggressively, "Get out from my office and don't even step in company from tomorrow onwards." Mr. Ravi straightly ignored and fired Suresh from job.

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Suresh by hearing all feedback from both the bosses became aggressive and went directly to the Union leader Mr. Patil, who was busy in the production. He told all that happened with himself last 1 month and also how the workers are exploited at their work place. hearing the story of Suresh, Patil called upon all the 250 workers outside the open space of the company, and addressed about the incident happened with their colleague worker. He also informed how Production and HR managers are exploiting and playing with health of a worker. Hearing all these, workers became aggressive and started proclaiming against management. At the end, the Union leader decided that company will stop the production till the management gives justice to Suresh and also bring certain welfare facilities for the workers. HR manager didn't even think that the issue will go to such a extent and will harm to production unit. With this, the HR manager approached to Suresh but the workers became more aggressive. Union went on strike without notice period, so police men were called to handle the grievance and conflict situation. Due to which the aggressiveness of the workers was controlled upto some extent. But, the production remained closed for 2 days. At last, Management interfered and solved the issue.

Questions:-

- [1]. In spite of unavailability of soft type of job, what as a HR manager, you would have done to Suresh?
- [2]. Do you think welfare policies are adequate, if no give your own plan for the same.
- [3]. Is it fault of Suresh or HR manager, Justify?