

LUNCH ROOM DISCUSSION RAISES AN ARRAY OF HR ISSUES AT FONTEL

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CASE DESCRIPTION

The primary subject matter of this case falls in to the discipline of Human Resource Management (HRM). Secondary issues examined in the case study belong to the highly interrelated discipline to HRM, Organizational Behavior (OB).

The case study is written keeping the undergraduate (Bachelors) and postgraduate (e.g., postgraduate diploma, MBA, M.Sc. and M.Phil.) students following courses related to Business Management/Administration, HRM, and OB. The case is designed to be taught in one lecture session of 2 h (120 min) duration. Students need to be taught about the basic functions of HRM before they are given the case. It would be beneficial if the case study is shared with the students after a lecture on functions of HRM. The students should be asked to engage in reading the case and outside preparation for at least 3 h. The case may be then discussed in the class room by the students in groups for 60 min before the group presentations are made.

CASE SYNOPSIS

The case presents the content of a discussion that has taken place in the lunch room of the head office of a leading mobile telecommunication service provider: Fontel. The discussion takes place between groups of young telecommunication engineers, who are in-charge of different sites around the country. This discussion happens on a non-working day (Saturday), and therefore the group engages in a leisurely discussion and it reveals several different issues faced by site engineers in various parts of the country. Unfortunately, all these issues highlight the shortcomings related to different HRM functions.

BODY OF THE CASE

Company and Industry Overview

Fontel Telecommunication Company is a leading mobile communication service provider in the country and is continuously expanding after it being acquired by another local communication and entertainment service provider in 2010. The corporate culture in this technology-based company mainly emphasizes customer centricity, which focuses on building long lasting relationships with customers by providing them a high-quality service. The company has a very large individual and corporate customer base. Fontel's strategic plan attempts to carefully drive its workforce towards giving priority in all they do to maintain its positioning as the mobile telephony lead in the country. Clear focus on the business operation is highly essential for a company operating in the rigorously competitive telecommunication industry of the country, as the penetration among citizens for using mobile telephone connections is becoming greater over the usage of fixed telephone lines. This gives a lot of business opportunity for all the established and reputed companies in the mobile solution provider market, who