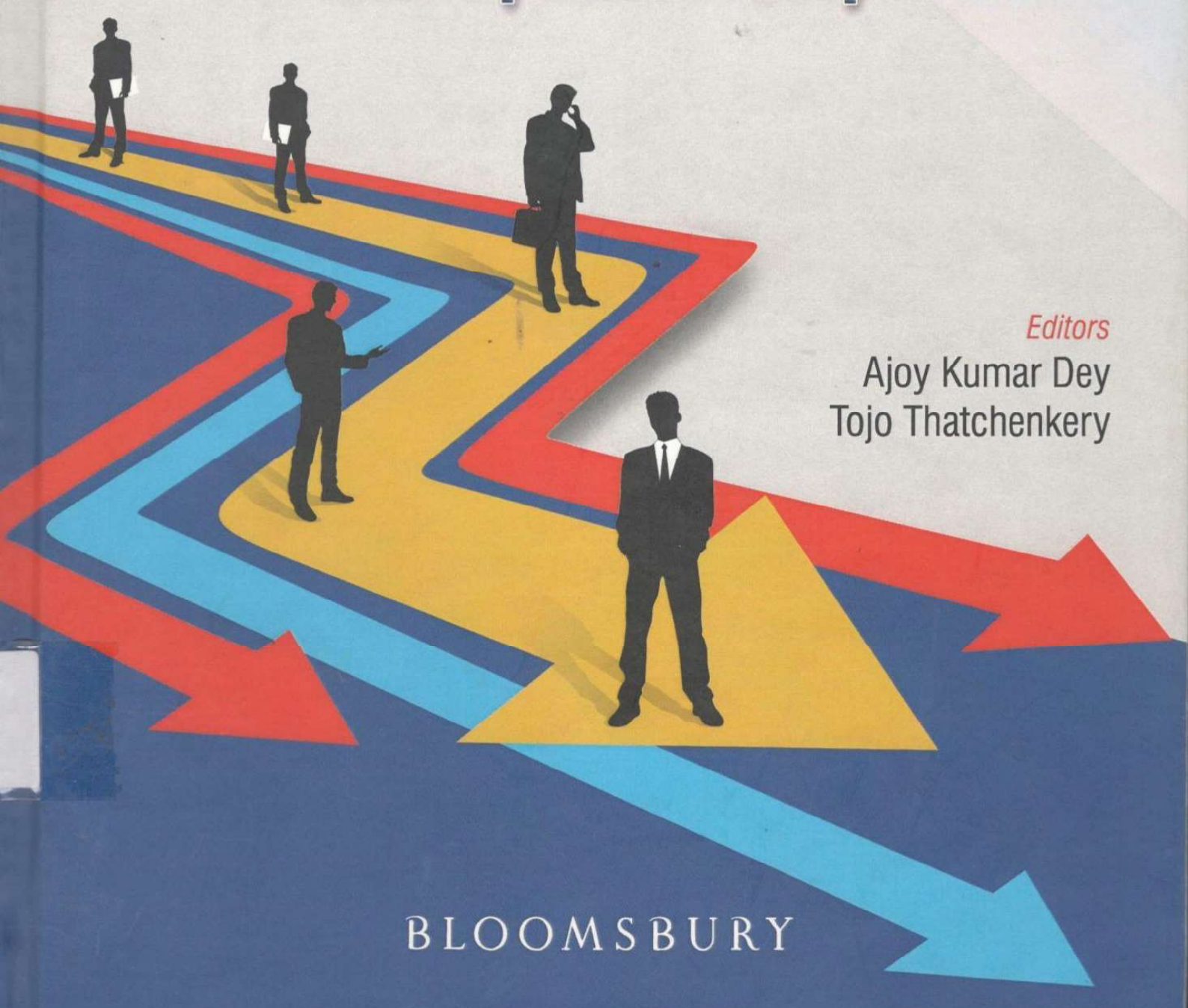


# Leveraging Human Resources for Humanizing Management Practices and Fostering Entrepreneurship



*Editors*

Ajoy Kumar Dey  
Tojo Thatchenkery

BLOOMSBURY



# Reengineering Human Resource Processes: Case of Sky Cinemas

Paridhi Khanduja\* and Manosi Chaudhuri\*\*

## ABSTRACT

The case focuses on the human resource (HR) processes reengineering carried out in Sky Cinemas. The HR department at Sky Cinemas deals with all the HR operations of the cinema theaters including the hiring of candidates for all designations and finalizing their compensation. Bob, the new General Manager, Human Resources of Sky Cinemas, is working on the process re-engineering where, step-by-step, all the processes which need some kind of improvements will be considered and the required changes will be made in this direction. The main aim of this exercise is to ensure transparency and efficiency in the processes and also to make every process documented in the best way possible.

**Keywords:** Human Resource, Process Re-engineering, Organizational Change, Organization Development

## INTRODUCTION

Sitting over coffee with a very good friend and advisor, Bob thought how should he proceed now? Will he get approvals from everyone? What if he does not get approvals? What if the work he is trying to do is not valued by the organization? Will he still keep trying for it? Or will he leave it as it is? All these questions were continuously going on in Bob's mind. He wanted to discuss them with his friend Ken but was so confused that he did not know where to start from. He was in a dilemma that whether the vice president's (VP's) response would be same as Ken's response? And what if it is not?

Bob Thomas, a 40-year-old professional, currently at the position of General Manager-HR in Sky Cinemas is a very passionate and goal-oriented person. He likes everything to be done in the best possible manner and always strives hard to take things in that direction. His way of working impresses everyone but sometimes people think he becomes too skeptical about work and even some colleagues are not able to adjust with his passion for perfection. He has worked over 14 years in the industry in various organizations like Vodafone, Ericsson, and Nokia. He

---

\* PGDM (2016-2018), Birla Institute of Management Technology, Greater Noida, UP, India

E-mail: paridhi.khanduja18@bimtech.ac.in

\*\* Associate Professor, Organizational Behavior and Human Resources, Birla Institute of Management Technology, Greater Noida, UP, India

E-mail: manosi.chaudhuri@bimtech.ac.in