Makeup Case Study Analysis

Name

[Institutional Affiliation(s)]

Author Note

**Nature of Problem**

Yelp is a company that provides online advertising and ratings/reviews facilities for businesses. This started its business in 2004 and its no of employees in its different departments was 4,600 in 2017. In 2014 after 10 years of its establishment, top management of Yelp realized that there existed a lack of diversity and inclusivity in labor. Most of its employees shared the same characteristics concerning gender and ethnicity. Lack of diversity in its team of engineers was the key problem of Yelp at that time.

**Facts**

In 2014, The technical department of Yelp was full of male engineers. Approximately 90% of the labor force in the technical department was male. This lack of diversity also existed based on ethnicity. The total labor force of Yelp was comprised of only 7% and 4% of Hispanic and Black workers respectively. The company was following an established procedure for the recruitment of fresh engineers. For recruitment purposes, Yelp used a pool of engineering schools with high standards of education. To fill senior-level positions in the company, Yelp preferred to promote engineers from lower levels of hierarchy. The company was also facing the problem of a lack of inclusiveness. There were many unofficial groups and clubs in the company.

**Goals and Objectives**

Top management of the company wanted more diversity in its labor force and wanted to create a welcoming and inclusive environment for not only fresh engineers but also for the existing members of staff.

**Solution 1**

For the recruitment of fresh engineers, Rachel should expand the pool of universities and colleges so that new engineers come from a diverse background. The expansion of the pool can be stretched outside the country. Pros: This expansion of the pool will not only provide a diverse selection of fresh engineers but it will also help the company to create a more inclusive environment. Fresh engineers selected from a short pool are more likely to disrupt the environment of the company. Because they can create many groups concerning their schools and universities. Moreover, senior managers should make sure that each task team is comprising of engineers from a diverse academic and ethnic background. This can help to make a more inclusive environment by engaging all workers. Cons: Expansion of pool can harm the excellence of the recruitment process. Because previously all the engineers came from the best institutions in America. After the expansion of the pool, there can be some fresh entries without any academic distinction.

**Solution 2**

Rachel can use a quota system for the recruitment of fresh engineers. There can be some seats reserved for female candidates. Similarly, seats can be reserved according to the ethnicity of candidates. She should also hire some senior level engineers from outside the Yelp. Moreover, the performance of an engineer should be the only character to evaluate any worker. Managers should treat all engineers regardless of their gender, ethnicity and academic background. Pros: implementation of a quota system in the recruitment process will ensure diversity concerning gender and ethnicity. Hiring of some senior level engineers from outside is very crucial for the inclusiveness of the environment. A manager coming from outside can better and easily create an environment clear from all types of biasedness and he can treat all subordinates regardless of their school/university affiliations. Cons: The quota system in the hiring process can ignore the supremacy of merit which is very essential for the performance and progress of an organization. Moreover, engineers selected from a very short list of universities are more likely to create groups within the organization.

**Recommendation**

I will recommend solution 1 to make Yelp a more diverse and inclusive company. Shortcomings of solution 1 can be easily removed by providing training sessions to fresh engineers.