Human Resources Management

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**Group 13**

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# **Introduction**

Starbuck company is an American multinational chain of roastery, and coffeehouse and it is considered the world’s largest chain in the coffee culture, also it is seen as the second main wave of coffee culture in the United States. In 1971 they have opened their first store in Seattle’s Pike Place Market which means they headquartered in Seattle, Washington where they were a retailer and roaster of ground coffee and whole coffee beans, tea and spices. Starbucks goal is to serve the best coffee possible to its customers, also to grow their coffee beans under high standards of quality then their master roastery brings out the rich flavor of the coffee because their mission is “to inspire and nurture the human spirit - one person, one cup and one neighborhood at a time” (Starbucks, 2019). Today Starbucks owns more than 30,000 stores across 80 markets while they provide an exceptional drinks and inviting atmosphere in every store, they also consider their stores as a neighborhood for family and friends to gather (Starbucks, 2019). They offer a variety of products to satisfy the needs and want of their customers whether to grab and go or in the store they have different categories for example merchandise such as brewing equipment, accessories, mugs and gifts. Different category is fresh food such as salads, fruit cups, pastries and sandwiches they also have more than 30 coffee blends of premium quality coffee and off course the handcraft drinks which are made in front of the customers such as Frappuccino, fresh brewed coffee, refreshers beverages and so many more. Starbucks also sells products to groceries store such as coffee and tea to be made at home and ready to go drinks which are bottled and packed drinks. (Starbucks, 2019)

# **Current Organization Chart**

# **Current Job Descriptions**

**Human Resources Department**

Starbucks is very concerned with the department of human resources, as this department is considered one of the most significant factors for the success of the business due to the close partnership and trust between the company and its customers. The full responsibilities and tasks of Human Resources are with the Vice President in the Department of Human Resources. It also reviews the department of human resources and ensures that, by reviewing complaints and attempting to address them, it operates on the correct approach and reviews the annual human resources assessment. In addition to the management of the organization's training, interview and recruitment procedures. As for going to the lower level of the vice president, who is Starbucks' general human resources manager, and his roles are of great benefit to the organization as he links the employees (the lower level) and the vice president (the upper level), and the manager also works with the technical team to develop and introduce human resource software systems to boost productivity. As for the lower level, it comes from the manager and is divided into three categories of managers: the first is the recruitment and development director, as he is responsible for training and training personnel to provide the organization with the best trained staff to function and undoubtedly follow and assess the trainers. The second is the manager of employee relations as he functions under the leadership of the director of general human resources and is responsible for efforts to please workers as well as overseeing any problems related to resignation of employees, complaints, discipline and abuse. The Diversity and Inclusion Director is the third, as he is responsible for enhancing employee results.

At Starbucks there are many job descriptions for various roles:

1. Barista Job Description

Barista is who greets customers, takes orders, and then makes the drinks ordered they must be flexible because they must deal with the customers, cash, drinks and the store equipment. Their job also include skills and duties which are providing excellent customer service, promoting mission, vision and culture of Starbucks, stay calm and working under pressure, taking care of the store and customers at the same time, time management, flexible at work, multitasking and finally good at handling drinks, cash and food also focus on details. Starbucks also provides training for those who lake some skills needed but good for the job.

1. Shift Supervisor Job Description

Shift supervisor is responsible for assisting store manager in performing store operation during his shift. His job includes promoting mission, vision and culture of Starbucks, acting with knowledge and honesty, stay calm while working under pressure during unusual periods or events to be considered as a positive example for the other workers, good planning by taking care of the customers and the store, communicates well because the supervisor gives information to the manager, training new employees by providing encouragement and respect this is management skills, coaching skills by providing a positive environment to learn and giving regular feedback to improve employees work, developing positive relationships with the employees, assign duties to other employees like opening time and closing time, follows policies and procedures, time management, giving attention to details by following the safety guidelines for all the products.

1. Store Manager Job Description

Store managers works with their partners and they are running their businesses by building teams, managing operations, creating a meeting place. When applying to Starbucks to be a store manager they must have a three years’ experience of management with a customer facing environment, excellent organizational and problem - solving skills, experience with sales environment, monitoring and coaching employees, leadership skills.

1. District Manager Job Description

District managers are planning strategies to direct a multi-unit portfolio store. They must have a five or more years of retail experience with two or more units, department or stores. Five or more years of management experience like leading a team of six or more people with coaching, training, excellent communication skills and strong leadership. Three or more years of experience in customer service, good with financial reporting, problem solving, organizational skills and he must have a degree.

# **Starbucks’s Performance Appraisal System**

Working in large businesses, such as Starbucks, often people don't have the idea if they have a major influence on the business or how they do a good job at their workplace. One of the ways to recognize it is to do a performance assessment. A performance evaluation is a method of measuring how well workers do their work. The performance assessment process is intensely disliked by most employees and managers, but it is extremely important in the workplace. For career planning and for making termination decisions, performance assessments are used in human resource planning. Companies with weak methods of performance evaluation face enormous problems. Performance evaluations are used as a foundation for decisions regarding pay, advancement and preparation. A performance evaluation may be conducted in two steps. First, assess the success of the work, and second, share the feedback with the employees. They use something called the customer comment card here at Starbucks as a way to assess their employees' job results. A survey questionnaire answered by Starbucks customers on their views on both Starbucks staff and facilities and the items is a customer comment card. This is a good method of assessing the job performance of workers because it is a very objective way. Customers usually don't personally know the workers. So, if clients share their opinions about the workers, their opinion about the job performance would not matter who the employee is. In several Starbucks in Jakarta, managers typically award workers who have scored great incentives, in the customer comment card, more than 70 out of 100. Managers and retail workers (baristas and cashiers) often assess the success of each other by actually watching how their colleagues work at work. After doing so, the organization must give its staff input, training and a promotion. 360-degree feedback is the feedback provided. It means that both the manager of the lower level (baristas and cashiers) and the manager of the middle level (store manager) give each other feedback. In many industries, this approach does not really work, since not all individuals can embrace input. Especially if the input comes from their subordinates. On the opposite, the 360-degree feedback here at Starbucks has affected the efficacy of giving workers feedback. About why? Since there are just nine people working in one Starbucks booth. So, they have close relationships and do not mind providing feedback to enhance the success of each other. If there is money involved, the reward offered is called a reward. As an example, Starbucks provides employees who have been awarded the "Employee of the Month" award with a bonus. Here at Starbucks, every month, staff are given something called a budget. A budget is a goal of how much money they make in their transition to work. There will be no money cut from their wages if they have made enough sales to meet their goal. However, if their earnings are higher than the target, their bonus will be the difference between the sum of their sales and the target, which they call an incentive. The point is that Starbucks Coffee Corporation is very good at applying the techniques of performance evaluation to its management of human resources. They have a clear way of critically assessing the success of workers, which is by getting customer comment cards. Starbucks also has a strong working partnership, so they can exchange suggestions easily to boost the job performance of each other.

# **New Organization Chart**

As indicated in the organizational chart of the company, Starbucks needed some modifications or additions. Each level in the Chart has its work that must be accomplished, in the first place, of course, the CEO of the company, whose work focuses on reviewing work for the company in general and attending conferences or interviews bearing the name of the company. After the managers, the representatives occupy the second (level) rank, as each department in the company has a director who is generally responsible for this section. The organizational chart shows 8 different sections.

## **Legal & Corp. Affairs**

We have added a section in the organizational chart of the company, which is Legal Affairs and Institutions. This section is concerned with self-regulation of business, which aims to contribute to the societal goals of a charitable or activist activity by supporting volunteering and ethically oriented practices such as commitment to invest in opportunity paths through training and Employment and education. Starbucks must also be committed to providing high-quality healthy products and to be produced with great responsibility, in addition to abiding by the laws or legal rules imposed by the government. And that all contracts for Starbucks investments are legally licensed.

## **International Business**

Starbucks appoints a global vice president to review public Starbucks businesses around the world, certainly with the help of managers on every continent. After every continental manager at the level comes a manager in charge of a country, followed by a manager in charge of a branch, etc. So we had to add a manager to every continent in the organizational chart to facilitate review and discussion of problems with the international director, to have great control over all Starbucks branches in every country around the world.

## **Accounts and Finance Department**

In looking at the Accounting Management Department, it comes at the third level in Section 2 managers who are very important to the company. The first is the director of accounting organization and management in the company, who is responsible for controlling costs and preparing monthly and annual management reports, in addition to providing accurate account information for the company and of course paying salaries to workers. The second is the director of budget formulation and implementation, and he is considered responsible for monitoring cash flows, conducting evaluation of the department's staff and preparing budgets, and he is also the first responsible for clarifying the company's budget for management to purchase equipment and support for Starbucks that you need through these accounting reports.

## **Human Resources**

Starbucks cares very much about the human resources department, as this department is considered one of the most important reasons for the company's success due to the strong bond and trust between the company and its customers. The Vice President in the Human Resources department has the full responsibility and duties of Human Resources. It also reviews the human resources department and makes sure that working on the right approach by analyzing complaints and trying to solve them and reviews the annual evaluation of human resources. In addition to overseeing the recruitment, interview and recruitment processes in the organization. As for moving to the lower level of the vice president, who is the general manager of human resources at Starbucks, and his tasks are greatly beneficial to the company as he connects the workers (the lower level) and the vice president (the upper level), and the manager also works with the technical team to design And the implementation of human resource software systems to improve efficiency and trouble daily operations first Powell and listen to employees and work to implement their rights. As for after the lower level comes from the manager and it is divided into 3 types of managers: the first is the director of training and development, as he is responsible for training and training the employees in order to provide the company with the best trained employees to work and certainly follow the trainers and give them evaluation. The second is the employee relations manager as he works under the direction of the general human resources director and is responsible for employee satisfaction initiatives as well as following up on any issues related to employee resignation, grievances, discipline and harassment. The third is the Director of Diversity and Inclusion, as he is responsible for improving employee performance and disciplining them.

## **Marketing**

As for the marketing department, which is the most useful department for the company and the highest level has a vice president, where his work revolves around full responsibility for the marketing activities in the organization as he manages the brand management of the company and monitors and implements marketing campaigns. The next level is divided into four different departments: The first is an advertising manager who is the owner of the ideas of advertising and who is always looking for the best way to deliver the company's advertisements to the largest number of people. The second is the Market Research and Promotion Manager who is interested in market research and then assists the management in marketing. The third is the Marketing Strategies Manager, who is responsible for preparing effective strategic planning so that the facility obtains many advantages and benefits. The fourth is the Director of Creative Services and Public Relations. His work relies on conveying a positive and general image of the company to clients and customers. He also creates new unique ideas that serve the company in improving its profits and goals.

# **Result-Oriented Job Description**

“Human resources is used to describe both the people who work for a company or organization and the department responsible for managing all matters related to employees, who collectively represent one of the most valuable resources in any businesses or organization”. (human resources)

|  |  |
| --- | --- |
|  | HR Executive |
| Job  Purpose | Ensuring that the human resources department works as required by: |
| Tasks | • Training staff  • Developing the company programs  • Adding or withdrawing employee benefits  • Receiving employee complaints and address them  • Implementing performance monitoring procedures, whether annual or monthly  • Monitoring and focusing on the budget of the human resources department |

|  |  |
| --- | --- |
|  | Training and Development Manager |
| Job Purpose | Provide the company with qualified employees or trainees by: |
| Tasks | • Supervising trainees  • Evaluating the employee's need for training  • Developing and creating training programs to suit the company's needs  • Managing the training programs budget  • Following up on the coaches' skills and the extent of their communication with the trainees  Evaluation of the effectiveness or outcome of training programs |

|  |  |
| --- | --- |
|  | HR Manger |
| Job Purpose | Following-up everything related to the employees within the company by: |
| Tasks | • Linking the relationship between employees and top management by  addressing their issues and supporting their needs  • Reviewing employee benefits plans  • Coordinating support staff and supervise them  • The daily supervision of the daily human resources operations  Managing new hiring processes |

# **Competency Framework**

According to (ARMSTRONG) “competency’ refers to an underlying characteristic of a person that results in effective or superior performance”. Each job requires certain qualities to obtain the best results from it, and of course the better or skillful qualities increase the efficiency of the work and the final result is effective and successful. According to (ARMSTRONG) “Boyatzis 1982. He conducted research that established that there was no single factor but a range of factors that differentiated successful from less successful performance. These factors included personal qualities, motives, experience and behavioral characteristics”

According to human resources management book competency is categorized to two types:

1. Behavioural Competencies

Which defined by the writer as soft skills “type of behaviour required to deliver results under such headings as teamworking, communication, leadership and decision-making” (ARMSTRONG)

1. Technical Competencies

which in contrast defined as hard skills “Technical competencies define what people have to know and be able to do (knowledge and skills) in order to carry out and meet performance expectations”.

Competency framework is done by selecting competencies and people with skills for work tasks such as development and performance management.

In terms of the human resource function, qualities, skills and experiences are the main elements of the profession. such as problem solving, people management, leadership, managing and change orientation.

Developing competency framework for the HR department is done through 10 sequential stages:

1. Programme Launch

The purpose of Starbucks' human resources operations is to ensure the efficiency of workers and their satisfaction with the work to ensure the reputation of the brand. Therefore, a study of development must be conducted in all aspects, whether employees or management. The new program will be based on continuous communication between workers and managers.

1. Involvement and Communication

All levels of employees will be involved through a meeting with superiors and models of senior workers.

1. Framework Design –Competency List

The team that was met with will create a list of the qualities and competencies that they consider important in the human resources mission, and through this questionnaire, the current employees' ideas will be identified, analysed and the results compared together.

1. Framework Design – Definition of Competencies

In this step, it must be ensured that there is no bias and that each person gives his correct opinion with conviction. We must make sure that everything is clearly understood by everyone and that all of the attendees have sound concepts It must be ensured that everyone agrees on one concept for the efficiency.

1. Define Uses of the Competency Framework

The usage of the framework It will focus on covering employment and performance management to obtain the highest rates of qualified workers.

1. Test the Framework

The final development method that has been reached will be presented and tested by following up the reactions and making sure that everyone understands the new method and that they all have a role and relevance to it.

1. Finalize the Framework

Collecting final notes and obtaining instructions for implementing the new system.

1. Communicate

This step will be to define the steps of the new framework, the expected results, and how the human resources department and the company overall will get benefit.

1. Train

The HR staff and top managers will try to use the new framework.

1. Monitor and Evaluate

The last step and the most important step is to monitor the effectiveness of the new system to determine its efficiency and evaluate it.

# **Formulate Individual Development Plans**

To formulate individual development plans for the selected jobs based on the proposed competencies, the company should follow some approaches.

## **Assessment**

The Assessment is to collect sufficient information and provide feedback to employees about their manner of dealing, behavior, style, or skills in communication and interconnection. Assessment plays an important role in measuring the strengths and weaknesses of current managers and knowledge of employees with administrative aspirations. In addition, Assessment helps Employees to clarify their needs and understand their preferences.

It is suggested that Starbucks Company should do two assessments per year where the first Assessment provides for obtaining general information about the quality of the employee’s performance in his job and how he deals with the customer. And of course, the employees who have been evaluated receive feedback about their performance at work and work to improve their performance. Assessment is limited to employees, but managers must be trained on frequent performance feedback. The evaluation of employee performance or their behavior is not only from managers and subordinates, but also from customers and employees themselves and their superiors.

And the second Assessment, which may be after the first, for example, by four months. This estimate states that the Assessment is to identify employees with administrative capabilities that are useful to Starbucks, in addition to that it is used with work teams to determine the strengths and weaknesses of individual team members or communication methods that inhibit team productivity. Moreover, the second assessment shows the evaluation of the employees ’competence in some exercises, including the group discussion without a manager or leaders, role play and the interview.

Then, in the end, the company gets the final report at the end of the year, which includes the points discussed the two Assessments, such as knowing employees with high potential in the work and working to promote or honor them, in addition to helping employees know their preferences and needs and the type of work that they prefer or want in Through it, the company’s management obtains sufficient information about the weaknesses and weaknesses of the current managers and employees, and a report on the quality of each employee in the company. Then, the company tries to develop weaknesses and fix them to prevent any gap in its own work.

## **Formal Education**

It is suggested that Starbucks support its employees and make them more efficient, so it is possible to give them off-site and on-site programs designed for the company's employees. In addition to educational courses provided by university doctors on how to manage business affairs and how to deal with customers such as MBA. With this proposal, the efficiency of Starbucks employees will be further increased.

## **Interpersonal Relationships**

1. Mentoring

A mentor is a senior employee or manager with great experience and wisdom in the work and is fully aware of the affairs of his work, who helps less experienced and qualified employees or new ones to develop. A mentor provides employment and psychosocial support as well as permitting reverse orientation in which younger employees direct more senior employees. Starbucks Company should appoint a mentor to help with the business matters required of him, and thus they will have the best, hard-working and experienced workers.

1. Coaching

A coach is a senior employee (manager) or a peer whose work is to assist and motivate employees to develop their skills, in addition to providing feedback and reinforcement. Starbucks should appoint a trainer to train employees how to deal with any situation or circumstance that occurs with a customer. The work of the coach is not limited to this point, but his work must follow the employees with higher potential who can move to higher positions due to their competence and who can contribute to the development of Starbucks in any way. The coach works to preserve those hardworking employees and inform the top management of the company of their presence and the possibility of developing them for the company.

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