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## **Human Resources Management 1**

**SBS – MSc HCM**

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## **Answer to Question 1**

Slip and fall are common most type's accidents in the work, and contribute about 20% of all workplace injuries as per National safety council. The most common causes of falls at work are: Spilled liquids, Cracked or torn flooring, inadequate warning signs, broken stairs, poor lighting, holes in the floors.

If my company complies with Occupational Health and Safety (OHS), then it's bound by OHS rules and regulations which mandate safety measures in the workplace to manage the accident rather than just meet the basic legal requirements. There are different steps to investigate the work accident, which are:

1- Record and find the facts related to the accident:

- Date, time, and location of accident
- Name, job titles, and department of the employee and his manager.
- witnesses names and their accident details, action course of employee during and after the accident
- What employee was doing in the place at the moment of the accident

2- Determine the actions ordered which lead to the accident and taken by the employee prior and immediately post to the accident.

-Cause of the fall: Identify on what lead the employee to the accident: Personal recklessness or hazardous material

- Events involved in the accident (pre accident and during the accident): person or an object caused the fall, forced or struck by the action aside, or/and organizational negligence of the organization complies of OHS

- Action taken by the employee after the accident and receive an answer to the following questions:

What did she do? Course of action has she taken? Asking help from others?

Asking help from others? How soon? What action was taken by them?

Did other employee knew how to assist first aid?

Removal of tools and hazardous materials were involved were they removed

Identify about the involved tools in the accident were damaged

### 3- Analyze of the accident and report

- Causes & Priorities
- Primary cause (a spill on the floor that caused a slip and fall)
- Secondary causes (employee not wearing appropriate work shoes, carrying any tools or hazardous materials which could limit the vision) and search for other contributing factors involved in the accident.

### 4- Write conclusion and possibly recommend further action (in needed)

- A comprehensive reports focus on what went wrong and how we can avoid this in future.  
Every point of the OHS to be covered for a further conclusion on the action.

The recommendations for possible corrective action include immediate and long term corrective action for the benefit of the employee and the company:

- Employee training on safe work practices
- Preventive maintenance activities that keep people and equipment in good operating condition
- Evaluation of job procedures with a recommendation for changes if required

An employee who contributed to the fall accident in the workplace is entitled to worker injury compensations benefits. If the cause of the fall accident was due to employer negligent then compensation coverage will be covered by the employer after proven the slip and fall accident is entirely his fault.

However, If the injury action results are intentional a work accident claim can be denied or when the worker purposely does something he knows is unsafe and harm.

## **Answer to Question 2**

Power is described as the authority possession and influence over others. The power effect can be positive or negative depending on how you use it. There are various forms and dimensions of power which can be used to fit specific situations. The recognized sources of power are the following:

### **\*Legitimate Power**

Also known as positional power which is can be derived from the person holds position in an organization's. The job descriptions require junior workers to report to managers and give them the assign power to junior's duties. The effective positional power require the person wielding it must be deemed to have earned it legitimately. For example of this power type is that held by a company's CEO.

### **\*Expert power**

Knowledge is source of power. Expert power is can be derived from expertise and person knowledge, possession in the people who are valued by organizations for their problem solving skills. People who have this expert power perform critical tasks and their ideas and decisions are held in high regard by other employees and influence their actions, and are deemed indispensable. Possession of expert power is a stepping stone to other power sources as legitimate power. Such as, expert power person promoted to senior management level, which giving him the legitimate power.

### **\*Referent Power**

Referent power is derived from the interpersonal relationships for cultivates person with other organization people, also from personal connections with key people in the organization's hierarchy, such as the CEO Possession of reference power due people respect and like due to charismatic influences, respect and trust others have.

### **\*Coercive Power**

Coercive power is derived from ability to influence others by threats or punishments A junior staff member may work late duties to meet a deadline to avoid disciplinary action from his

manager. Coercive power help to control the employee's behavior by ensuring adherence to the organization's policies.

**\*Reward Power**

Reward power arises from the person ability to the allocation influence of incentives in an organization, which include salary increments, promotions and positive appraisals. Reward power greatly motivates employees. But if it's applied with the favoritism, it can demoralize employees and diminish their output.

From my job as a manager for pharmaceutical outlet belongs to group of pharmaceutical retailing corporate. I would be assigned to roles and responsibilities which is related to achieving sales target, higher quality control grades, training staff and supervision and improving their customer service skills, lead staff members by assigning work tasks, supervising, evaluating, hiring, and scheduling work shifts for all employees.

To achieve our group goals I would be requesting equivalent authorities to meet the responsibilities and make the suitable decisions according to each situation. So, I do believe I am possessing four types of powers which will be executed relevant to the current situations

**\*Legitimate Power:** based on my position as manager so I am authorized to assign the responsibilities and follow up the achievements in different aspects, also reporting an evaluation performance feedback about my employees to my reporting head.

**\*Expert Power :** based on my experience in the retailing field , I am having an experience and knowledge which is related to my fundamental specialized study, So I could improve this knowledge by training, studying and applying these knowledge in cross selling , trust gaining of the customer and improving our customer service through different aspects.

**\*Coercive Power:** Being a manager, I am authorized to report to my head management any misbehavior or misconduct which I already tried to improve it in the organization, and advice the accused employee not to repeat through different aspects, as warning, dismissal or other issue related to each situation.

**\*Connection Power:** This Type of power will arise as a combination from the above other three forms. Furthermore, people relations will increase and become one team and then it would be easy for our team to access many routes to accomplish our tasks through these relations and sharing decisions and planning for the organization.

Finally, Power is an authority and influence force. Most of leaders have power, but how power is used and expressed varies between leaders. Sources of Power can be categorized to personal and positional power which are coercive, legitimate, referent, expert reward power, power of Information and connection power. It is essential that leaders learn how to handle each type of power as it can lead to either positive or negative consequences in the organization.

### **Answer to Question 3**

Negotiation is political communication which concerned with two or more groups or individuals seeking to influence through communication

The world is the best training ground for the negotiation skills. When you realize to sharpen your negotiation skills you'll be aware of many opportunities to negotiate everywhere you go. For example, when I go for lunch in the restaurant with my family we all we must negotiate with our significant other who has differing tastes and cravings, also In working level When I want to take time off from the work, I must negotiate workloads and coverage with our managers, and personally I used negotiation when buying new car, etc.

Example for integrative negotiation : I bought a used car from the original owner, also I am looking for the best deal with the vehicle owner, and 35,000 price of the car, and the budgets only 30,000, so I tried to reach a good deal with the vehicle owner using the negotiations that will take the car with 33,000, and the excess amount will be paid at the beginning of the month, at a price point acceptable to both parties, so I get a car at the moment with my available budget and he'll take the price you want

In this situation we used integrative bargaining that The both parties was win and have achieve feeling which has value by getting what each wants. It is a twofold process ideally

Bridge Building: many businesses are engaging in long term relationships that offer greater security chances.

Problem Solving - Find problem solutions for each other's. If you offer something of lesser value which gives counterpart something which they need, and results in you realizing the objective, then you integrated a positive solution to your problem.

Example for Distributive negotiation : My brother and I and my sister had prepared dinner – chicken pieces there are 16 total chicken pieces, it was divided between me and my sister half because my mother does not like shrimp and gave us per unit of us eight pieces, but my sister had wanted more than me , and peacefully began to convince me to give up for my chicken



pieces and it become my share of zero as it does not have chicken pieces in the last home it'll duty I gave up for him, then the chicken pieces will be between the two parties distribution.

Reading this situation interest are conflicting, one party goal in direct conflict with the other party. Also, Resources are fixed, that is any gain to one of party are loss to the other party

Let them make the first offer and whatever is used will act as an anchor upon which resolve the negotiation. Try to get other side to set the start stage.

In the negotiation my sister want to get three of the chicken pieces, and she will take me to do work for one day I thought about before opening negotiations, I can edit the negotiation to be satisfactory and converted to negotiate an integrated system would give it two chicken pieces in return she will take me to work two consecutive days. And this is the agreement

In this situation I convert the negotiation from Distributive negotiation to integrative by tried to win on this situation by using my resources to make good deal that is satisfied to both parties, and belt a bridge of trust between us in the future

Regarding the negotiation context, we use the two types of negotiation that are described above. Occasionally, these two different types of negotiation can overlap. By understanding their nature and learning more, we will be prepared when faced with different situations, and improve our interpersonal and professional relationships.

The negotiation can explore of your position, also the other person's position, with the goal which is acceptable compromise, gives both persons as much of what want as possible. People's positions are rarely as fundamentally opposed as they initially appear, also the other person may have different expected goals.

## **Answer to Question 5**

There are many reasons why your employer might dismiss you. If the employer is dismissing you from the work by ending the contract then you have the rights to make the dismissal reason is fair.

### Dismissal

Dismissal is when your employer ends your employment. This could happen in different ways, including if you're:

- employer tells you they are ending your employment contract, with or without notice
- employer constructively dismisses you through badly breaching your employment contract so that you are forced to leave the job.
- Fixed-term contract is not renewed
- Breach of contract
- Constructive dismissal
- Fixed-term workers

### Dismissal Reasons:

Common dismissal reasons include absenteeism, time theft offenses as improper use of breaks, incompetence, or poor performance. Gross misconduct offenses as serious negligence, violence, repeated insubordination, job application process fraud, co-workers harassment, or drug use at work are cause for immediate dismissal.

Also, off-the-clock behavior can affect employment and result in a dismissal. For example, if an employee is convicted of driving while under the influence, which will not be able to keep a job that requires driving. Other issues, if unrelated to job performance, can be seen as a sign of unreliability on the part of the employee and can result in dismissal.

An employer has a legal right to dismiss an employee without notice for serious misconduct or other conduct which can justifies the dismissal.

Many awards contain provisions regarding the dismissal according to different laws and regulations which apply to award and non-award employees.

\*Description of the situation where someone I know was dismissed from his job

This a story with my colleague Ahmed, he was dismissed from his job, and he has been informed about of a sufficient reason for their dismissal

Dismissal ground

Dismissal case: regarding deliberately disobeying a lawful and reasonable instruction from the employer

And below the dismissal letter from his company:

To: Ahmed Mohamed

From: Human Resources

Date: 6/9/2018

*REASON FOR THE DISMISSAL STATE, SPECIFYING DATES AND ACTIONS. HOWEVER, DO NOT PROVIDE UNNECESSARY DETAIL.*

This is an official notice that you are dismissed from employment effective at 8:00 am, 6/9/2018

You are being dismissed for the following below reason:

You have been deliberately disobedience frequent asking questions legal and reasonable from the employer despite attempts to correct this behavior by oral counseling, written reprimand, and suspension without pay. You have failed to notify the department about occasions of deliberately disobedience and also failed to provide any compelling reasons for your attitude which is contrary to our departmental policy.

Received by: Ahmed Mohamed      DATE: 6/9/2018.

Procedures from his company described as:

- It is a disciplinary decision
- Your employer should tell you their decision at the disciplinary meeting or shortly after, personally and confirm what they have told you in writing.
- According to the disciplinary action reasons, the decision might be:
  - no action
  - warning which can be: verbal, or written, or final
  - demotion
  - dismissal
- The outcome can be an agreement to mediate with a co-worker with whom you have had personal problems.
- About the disciplinary procedure in the company should include the needed numbers and types of warnings before a final warning or dismissal. You should be given a written warning, or if it is verbal a written detailed confirmation of it

- Your employer is allowed to give any type of appropriate warning. For example, in a case of theft or violence they might decide to go directly to a final warning, or even dismissal.
  - Your employer should try to act consistently, and give such as a verbal warning in a particular situation instead of final warning unless there are good reasons for doing so.
  - If you are given an official warning from your employer without hold meeting and initial letter, you should explain why and appeal. Sometimes, your contract may allow other type of penalties such as demotion, or suspension without pay.
- This is a fair dismissal situation because it was from the misconduct situation and the company followed the disciplinary procedure with the employee.

Fairness and transparency of the procedure.

Fairness and transparency in dismissal process are promoted through using rules for handling disciplinary and grievance situations in the process. These should be set down in specific and clear writing. Employees and their representatives should be involved in the rules and procedures development and understanding.

Employers and employees should raise and deal with issues promptly through meetings, decisions or confirmation of those decisions, also should act consistently.

Employers should carry out any necessary actions and investigations, to establish the case facts.

Employers should inform his employee about the problem basis, also give the employee an opportunity to response the case before final decisions.

Employers should allow employees to be accompanied formal disciplinary meeting. And appeal against any formal decision made

All the above elements and statements are followed in the above case without any delay in the procedure. So the management handled the case transparent and fairly in my opinion.

## **Answer to Question 6**

Definition of Delegation:

Delegation of authority is defined as the subdivision and sub allocation of powers and authorities to the subordinates to achieve the required and effective results and objectives of the organization. Delegation is described as entrusting someone else in your team to do parts of your job.

In a business organization, authority is the power and right of a person to use and allocate the resources efficiently in order to take decisions and orders to achieve the organizational objectives. The top level management has greatest authority must be well- defined with a scope.

A manager has to work in a system for achieving delegation and perform following steps: -

1. tasks and duties assignment
2. Authority granting
3. Creating responsibility and accountability

Delegation importance and significance:

1. A manager is able to divide the work and allocate it to the subordinates. Which help in reducing his work load and focus on important issues as, planning, business analysis etc.
2. Increase manager work effectiveness and prove his ability and skills in the best manner.
3. Achieving results of an organization functions as the authority flows from top level to bottom which the superior-subordinate relationship stands.
4. Delegation of authority gives space to the subordinates to flourish their skills and abilities. And get a feeling of importance. They get motivated to work and provides appropriate results to a concern. Job satisfaction is an important factor to bring stability in the relationship between superior and subordinates. Delegation helps the subordinates become more creative and efficient in their jobs, through breaking the monotony

Successful Delegation steps:

- 1-Define the task and delegation suitability
- 2-Select the individual or team of delegation
3. Assess ability and training that needs.
4. Explain the delegated job or responsibility reasons, importance, time and relevance.
5. State required results need to achieved
6. Consider required resources such as people, location, equipment, money, materials, other related activities and services.
7. Agree deadlines and review dates, methods of checking and controlling must be agreed with the other person, this helps to reinforce commitment.
8. Support and communicate
9. Feedback on results to let the person know how they are doing, and whether they have achieved their aims

Assistance level provided

Delegating tasks is a skill which can be learned and improved on over time.

1. Learn to let go. Also, confidence in your team and Get to know the team better and improved the trust among co-workers
2. Establish priority system in the organization as part of the letting go process that will help you to understand the nature of your tasks and delegate efficiently. The highest skilled category include the tasks that I kept my own plate and responsibility, while lower skilled categories are assigned to others in the process. The degree of effort will tell which tasks are important to delegate.

3. Play to your workers' strengths and range of skills. And delegating the assigned tasks to whoever has the greatest number of relevant task skills. For example, delegating the same type of tasks to the same individual will increase the task aptitude
4. Always include instructions of the task process and specific preferences for how the assignment will be processed and deadlines.
5. Teach new skills, as a part of the delegation process. Most skills can be learned
6. Trust your teammates, but verify. This will allow the person to tackle the work the way feels is best.
7. Use the feedback to improve delegation process moving forward. If the workers have done well with a task, you can let them know by publicly thanking them and offering genuine praise. If they've fallen you can give them some constructive criticism.

Therefore, we can justify that delegation is a process and a way by which manager multiples himself and to bring stability, ability and soundness to a concern.



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