



SBS – MBA
Human Resource Management
Assignment I
2020

STUDENT ID

| | | | | |
|----------|----------|----------|----------|----------|
| 1 | 0 | 2 | 4 | 6 |
|----------|----------|----------|----------|----------|

UNITTITLE

| |
|------------|
| HRM |
|------------|

UNIT CODE

| |
|----------------|
| MGT 631 |
|----------------|

Name (inFull) Zafer Mekhael Hanna.

GENERALINSTRUCTIONS

- All assignments are to be submitted on **12th March 2020** to examinationboard@atmsedu.org and cc to afatima@atmsedu.org.
- Hardcopy submissions to be done **13th March 2020**
- If assignment is not submitted on date, will follow with penalty of 10% deduction of marks for every day.
- Similarity between students work is strictly not accepted, any student found with similar work will be graded Zero and fail for the course. However, Plagiarism is an academic offence and will not be tolerated under SBS
- Assignment once submitted to exam board is final for marking.

PRESENTATION OF ASSIGNMENT

- You should include a title page and list ofcontents.
- Use headings and sub-headings to organize your report and include supporting material in the documentfile.
- Number all pagessequentially.
- Any published material you refer to should be properly referenced and included in a reference list at the end of your assignment (see Plagiarism noticeoverleaf).

TotalMarks: _____ / 40

PLAGIARISM

Plagiarism is a form of **cheating**, by representing someone else's work as your own or using someone else's work (another student or author) without acknowledging it with a reference. This is a serious breach of the Academic Regulations and will be dealt with accordingly. Students found to have plagiarised can be **excluded from the program**.

Plagiarism occurs whenever you do any of the following things without acknowledging the original source:

- Copy information from any source (including the **study guide**, books, newspapers, the internet)
- Use another person's concepts or ideas
- Summarise or paraphrase another person's work.

How do I avoid plagiarism?

To ensure you are not plagiarising, you must acknowledge with a reference whenever you:

- use another person's ideas, opinions or theory
- include any statistics, graphs or images that have been compiled or created by another person or organization
- Paraphrase another's written or spoken word.

What are the penalties?

The penalties for plagiarism are:

- Deduction of marks,
- A mark of zero for the assignment or the unit, or
- Exclusion from the program.

Plagiarism is dealt with on a case-by-case basis and the penalties will reflect the seriousness of the breach.

Please note: claiming that you were not aware of need to reference is no excuse.

Answer all the questions:

Q1. Answer the following questions in detail with examples as applicable:

What are different HR Structural Alternatives and how effectiveness and optimization in People Management relates to core activities of HR?

The HR structural alternatives are :



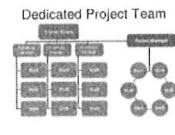
1- Centralized



2- Decentralized



3- Functional



4- Dedicated



5- Shared Services

How effectiveness and optimization in People Management relates to core activities of HR?

The structure directly influences the company's ability to attract and retain proper HR talent.

And since the core activities of HR are:

- 1- Job analysis and job design
- 2- Staffing
- 3- Employees' training and development
- 4- Performance management
- 5- Compensation and benefits
- 6- Safety and health
- 7- Employee and labor relation.

The effectiveness in People management to core activities of HR will be shown in following table:

| | Advantages | Disadvantages |
|---|---|--|
| 1- Centralized Headquarters make all HR Policy and strategy decisions | <ul style="list-style-type: none">• power and critical decision-making responsibilities are concentrated with a few key leaders.• Reduce internal Conflict.• Employees have well-Defined roles | <ul style="list-style-type: none">• Negative effects of several layers of bureaucracy• Business owners responsible for making every decision in the company may require more time to accomplish these tasks, which can result in sluggish business operations. |
| 2- Decentralized Each part of the organization controls its own HR issues | <ul style="list-style-type: none">• Reduces the burden on top executives.• Promotes motivation, since local managers are given a large degree of authority and local autonomy.• Better control and supervision. | <ul style="list-style-type: none">• Uniform policies not followed• More financial burden• Struggle with multiple individuals having different opinions on a particular business decision. As such, these businesses can face difficulties trying to get everyone on the same page when making decisions. |

| | | |
|--|---|--|
| 3- Functional Headquarters HR specialists craft policies. | <ul style="list-style-type: none"> Employees and department managers are skilled because they are experienced in the same field of business. Employees are grouped by their skills. This increases the performance of the team. The roles and responsibilities are specified. Each employee has a fixed job definition. This helps to prevent duplication of work. The career paths are clear. | <ul style="list-style-type: none"> Employees may get bored because they do the same repetitive type of work all the time. Cooperation and communication between departments and units may be poor. Lack of teamwork and reduced flexibility may cause conflicts between departments and units. Departments may focus on their own goals rather than the organizational goal. Because of the strong hierarchy and delays may occur in decision making. |
| 4- Dedicated HR function at headquarters and separate HR functions located in separate business units. | <ul style="list-style-type: none"> Cost-efficiency Task Focus & Adaptability Task Focus & Adaptability. Promotes Collaboration | <ul style="list-style-type: none"> Low efficiency for short-term projects Hiring a right team might take time |
| 5- Shared Services | <ul style="list-style-type: none"> higher efficiency and costs saving, once companies merge or consolidate different entities under one overall company umbrella, redundancy will exist. Strategy becomes more of a focus for HR, shared services approach allows for companies to focus on other areas including talent management, recruitment and retention. All these processes are of significant importance to the company's growth strategy. The employee experience is positively impacted, Using an HR Shared Services strategy usually leads to faster service. That means employee requests are filled more quickly and employee questions are answered correctly. This type of service means employees have positive interactions with HR. Fostering positive interactions between employees and HR supports a better employee experience across the organization | <ul style="list-style-type: none"> One-size does not fit all one process may be productive for several entities under a company umbrella, but not all. The cost savings don't always Materialize. Careful consideration A shared services approach to human resources is not good for everyone. It's not bad for everyone either. Applying this approach requires some real thought into what company leadership is trying to accomplish. If the plan is to centralize the services offered by HR in a company with similar subsidiaries and/or entities, an HR shared services approach would likely work. If the company deals with different niche or specialized workforces, an HR shared services approach may not work |

Reference:

- Your article library
- Project cubicle

- b)** Discuss the complexity of outsourcing process and how to manage it for organizational efficiency.

HR outsourcing (also known as HRO) is the process of sub-contracting human resources functions to an external supplier.

In other words; Outsourcing is giving your work to someone else outside of your main business.

The complexity of outsourcing coming from the advantages and the disadvantages of it, and some times its disadvantages will be more than its advantages.

And any organization needs to know and learn everything about outsourcing, while avoiding mistakes that could cost in quality, adopt some strategies to avoid these kind of mistakes.

But before adopting specific strategies, need to know why we want to outsource.

Which means :

1. Understand why you want to outsource.

At the end of the day, the only reason you should outsource should be because you can make more money by outsourcing than by not outsourcing.

2. Make a list of common tasks

3. Find tasks you're not very good at

The best method to understanding opportunities for outsourcing is by looking at areas where you (or your current employees) don't excel.

4. What not to outsource

For example, If you start letting others handle the tasks where your company excels, you can lose ground. “ Neilpatl.com”.

Generally any company should answer these questions before going with outsourcing which I call it “ Risk considerations Related mitigation strategies” :

1. Are the outsourcing objectives aligned with the overall business strategy and the target operating model ?

Clear alignment between outsourcing objectives and the overall business strategy ensures development of aviable target operating model. Misalignment or gaps may lead to poor business performance when the operating model proves inadequate to support the business strategy or becomes unresponsive to changing needs.

2. Are scope, requirements, and constraints fully understood ?

A holistic scope assessment assists organizations to achieve economies of scale. These are particularly important when outsourcing encompasses multiple business units, processes, and geographies. An integrated service delivery model should be both comprehensive in scope and flexible enough to support current and future service delivery needs.

3. What are business case drivers ?

A solid business case starts with a current state assessment of financial, operational, and organizational needs to provide a baseline for evaluating sourcing scenarios.

This provides valuable insight into the total cost of each sourcing scenario and the trade-offs of any scenario as compared with the baseline.

4. How much change will the new operating model entail ? Does the organization have the plans, tools, systems, processes, and resources to cost effectively manage the changes without disrupting operations ?

Underestimating the changes involved in outsourcing may impact service delivery and delay full realization of the benefits of outsourcing. Change management programs identify and mitigate capability and communication gaps and include planning and implementation activities that determine the pace and success of an outsourcing initiative.

5. What are the technology risks and the options to reduce them?

The outsourcing value proposition rests on the notion that outsourcers optimize their processes and use of technology. Organizations can therefore properly view outsourcing as an opportunity that goes beyond a simple “lift and shift” of existing operations and processes. Outsourcing can and should be transformational, generating upstream and downstream improvements through process enhancements, re-engineering, and application of advanced technologies.

6. What are the regulatory reporting and monitoring requirements, and how will they be addressed?

While some industries are more regulated than others, most organizations face some internal or external oversight requirements. Regulatory requirements can preclude participation in certain business activities, and failure to meet requirements can carry significant financial penalties. An organization must understand all relevant regulatory requirements and work with service providers to ensure that compliance is integrated into outsourced processes and operations at each phase of the lifecycle.

6) Describe the latest trends in Human Resource information systems and technology considerations.

The last decade brought an avalanche of change to the HR industry and HR software in particular. The rise of *Artificial Intelligence*. The growth of the *gig* economy. The increased push towards greater diversity. And many other headline disruptors. As we turn the page into 2020 and a new decade, it's only appropriate to look ahead for a glimpse of which HR trends will continue to drive transformation and which new trends will emerge to shape the future of work.

The Trends We'll Look At

Digital innovation and disruption is nothing new. But perhaps what is new is the emphasis companies are placing on digitally transforming HR. Gartner's Brian Kropp points to this urgency when speaking to the main challenge facing HR leaders:

“In a recent survey, two-thirds of business leaders say that if their company does not digitalize more by 2020, it will no longer be competitive...88% of chief HR officers say they need to invest in three or more technologies over the next two years.”

1- Automation via AI and RPA

AI : Artificial Intelligence :

The influence of artificial intelligence should come as no surprise — it's been a hot topic for several years now, making regular appearances in predictions about future HR trends. However, we still expect it to play a major role in HR heading into 2020.

- advantages of AI** are - Streamlining redundant, time-heavy tasks.
- Removing human bias or error from the candidate evaluation process.

RPA : Robotic Process Automation :

Robotic process automation (RPA) is a catchall that encompasses robotic skills like chatbots, natural language processing (NLP) and machine learning,

- as well as AI. Its **advantages** - speed up communications.
- increase productivity by providing access to the right data at the right times.

2- Virtual and augmented reality :

The term “virtual reality” probably brings some common images to mind: hard-core gamers, futuristic headsets, and science fiction creations.

While it's easy to assume that human resources is a world apart from the traditional virtual reality domain, the truth is that VR is one of the latest trends in HR technology.

Both VR and its cousin augmented reality (AR) are gaining traction as viable tools in the HR practitioner's toolbox. They aid front-end processes like recruiting and onboarding, with numerous applications:

Setting up a simulated environment that tests a candidate's job-specific skills.
Sharing a virtual tour of your office space.
Using VR to bolster recruiting efforts.
For example “The British Army is using **VR** for recruiting. Convincing people to join the military is a hard sell. In order to boost Army Reserve recruitments, the organization put together four VR experiences, each based on common trainings, such as combat and tank training. During the first month that the experiences were posted on YouTube 360, the Army saw a 65% increase in applications”.

3- Real-time performance feedback :

In today's fast-paced world, the traditional performance review cycle is outdated. Thanks to tools like pulse surveys and real-time feedback channels, managers no longer need to schedule time-consuming meetings or evaluate performance only once a year.

With HRMS solutions, employees can receive regular, consistent feedback. Beyond the logistical benefits, real-time feedback “provides ample opportunity for managers to have meaningful and forward-looking conversations about personal and professional development with the employee, resulting in better engagement and improved productivity,” explains Sushman Biswas for HR

Technologist. "It's more constructive," he writes "to engage in an open dialogue on employee contributions throughout the year."

Feedback will also evolve to see "the increased use of VR for performance management, assessments and prescreening," says Charney.

4 - The New Way to Work:

One of the most widespread HR trends taking place is the shift away from the traditional work model toward one that's more flexible and worker-centric. This new framework consists of two main trends:

1. The Gig Economy

Employees are no longer merely 9-5 workers. Some have side hustles in addition to day jobs. Others, like freelancers and consultants, work for themselves 100% of the time. The faster that companies acknowledge this shift and align themselves with it, the more they stand to gain.

Millennials and Gen Zs are particularly open to working in the gig economy according to Deloitte data, mainly to earn extra income, gain more control over work hours and strike a healthy work/life balance.

2. Remote Work

Another trend is the growing popularity and acceptance of remote work. Many companies offer flexible work from home days as a benefit. And some, like social media giant Buffer, run an entirely remote team.

ReferenceS : - Deloitte - SelectHub
 - WiFi Attendance.

d) Outline how BATNA is an effective tool towards conflict resolution among employees.

BATNA is an acronym that stands for **Best Alternative To a Negotiated Agreement**. It is defined as the most advantageous alternative that a negotiating party can take if negotiations fail and an agreement cannot be made. In other words, a party's BATNA is what a party's alternative is if negotiations are unsuccessful. The term BATNA was originally used by Roger Fisher and William Ury in their 1981 book entitled "Getting to Yes: Negotiating Without Giving In."

Importance of BATNA

BATNA is often used in negotiation tactics and should always be considered before a negotiation takes place. It is never wise to enter into a serious negotiation without knowing your BATNA. The value of knowing your best alternative to a negotiated agreement is that:

It provides an alternative if negotiations fall through.

It provides negotiating power.

It determines your reservation point (the worst price you are willing to accept).

How exactly does a BATNA work in a troublesome working relationship?

Your conversations with the other party about challenges in your working relationship are your negotiation. If this negotiation does not proceed well, you begin to compare it to your BATNA. If the BATNA looks better, you can elect to act on it.

If you don't have a BATNA, you might give up on the negotiation because it is uncomfortable – but then what? Having a BATNA allows you to leave the negotiation and not walk into the future blind or worse off.

Some examples of BATNAs for a workplace conflict. I categorize BATNAs into three types:

1) Another of the same thing

In the case of a troublesome working relationship, your BATNA could be the possibility of transfer to another position in the organization away from the challenging individual. Your BATNA is another role in the organization.

2) A different process

You may be able to file a grievance or another kind of official complaint and allow this process to deal with your concerns. Or, you could request mediation or seek support from someone higher in the organizational hierarchy. In all cases, you are looking to a process beyond your immediate one-on-one interactions with the other individual.

3) A walk away option

This would mean leaving your workplace entirely. In this type of BATNA, you abandon the whole situation in order to gain relief from the part of it that is creating uncomfortable conflict for you.

Getting to a BATNA in any organization usually involves several steps:

- If mediation appears to be fruitless, it is helpful to provide a fresh perspective on the problem. Both parties, as well as the mediator, have to maintain a positive attitude; optimism can solve problems if both parties continue with the process.
- Mediators support the brainstorming of all the possible alternatives. As with any brainstorming, the goal is to write down anything that comes to your head but to separate this creative process from the process of evaluating the alternatives. Separate the inventing from the deciding. Ideas, and lots of them, should come from this exercise.
- Mediators then help the participants evaluate the ideas generated and determine if any of them are practical alternatives.
- Alternatives can act as a springboard for other ideas, and many times, the parties can see that compromise may truly be in their best interest. Sometimes compromise may not even be necessary and agreement is still possible. These are the magic moments in mediation – the win-win solutions that all mediators hope for.

At the outset of the mediation process, both parties should be determined to reach a satisfactory agreement. BATNA should not come into play unless negotiations are sputtering or the parties are not clear what is at stake. While this method may not always be successful, it does keep the channels of communication open a while longer so a solution can be found and encourages clear and forward-looking thinking.

References : - Roger Fisher and William Ury in their 1981 book entitled “Getting to Yes: Negotiating Without Giving In.”
- CFI . Corporate Finance Institute

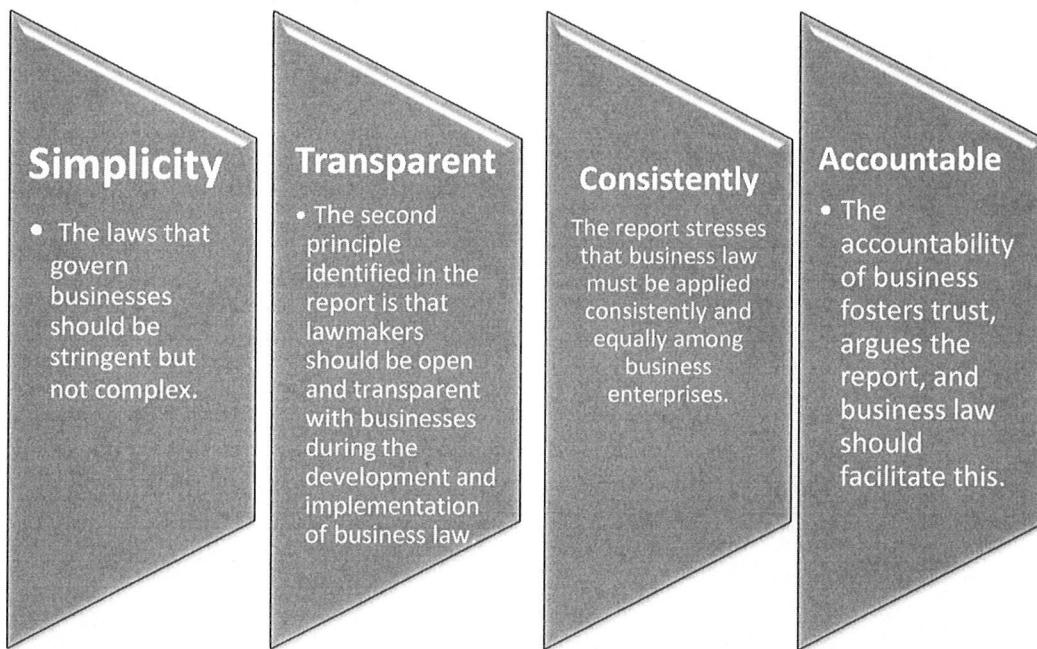
Q2. Express your view with theoretical explanation for the following.

- a) Why organizations must consider legal frameworks and what is the role of ILO (International Labour Organization)?

For each project to extract natural resources from the ground, there are rules that govern the rights and responsibilities of governments, companies, and citizens. Together these rules are called a legal framework.

Who is involved in making these rules and what documents they use to define them differs from country to country.

A strong legal framework based on **four key principles**: simplicity, transparency, fairness and accountability



The importance of legal framework make any company from any size to consider it due to :

- 1-The Legal Framework establishes rules that people—and businesses—must follow to avoid being penalized.
- 2-The Legal Framework allows people and businesses to determine which system of government pertains to them and which jurisdiction they belong to.
- 3-The Legal Framework also governs contracts between people and between merchants.
- 4- Without predictable rules and patterns to follow, doing business would be chaotic. You would never know how another party would act in any given situation and it would be all too easy to be taken advantage of.
- 5- The legal frameworks are of paramount importance to the realization of the right to social security.
- 6- An appropriate legal framework establishes entitlements in a clear and transparent way, and will allow persons who are entitled to benefits to make claims and obtain redress in case of a violation

of their rights.

- 7- It will also protect people from arbitrary or discretionary selection and decision making facilitate access to social protection and help guaranteeing equality of treatment.
- 8- Legal frameworks are also essential for establishing the roles and responsibilities of the different actors involved in designing, administering, delivering, and enforcing social protection systems. It is therefore essential to the effective functioning of the system and serves to avoid overlaps, duplications, multiplications or gaps.

what is the role of ILO (International Labour Organization)?

The International Labor Organization (ILO) is a United Nations agency responsible for dealing with employment-related issues across the world, including employment standards and problems of exploitation. The ILO registers complaints against organisations that violate established rules but does not sanction or disincentivise governments or organisations.

References – SCU.edu.au Southern Cross University

- ACCAglobal
- Human rights/Social Protection
- Sovereign.com

b) How Employee Engagement can directly influence the organizational performance?

An "engaged employee" is one who is fully involved in, as well as enthusiastic about their work, and thus will act in a way that furthers their organization's interests. Employee engagement is important to the competitiveness of any organization, particularly in the current business environment.

Employee engagement initiative has a direct impact on the organization's productivity. All organizations want their employees to be engaged in their work. Employee engagement is linked to customer satisfaction which is linked to an organization's financial success.

Engagement comes about when enough people care about doing a good job and care about what the organisation is trying to achieve and how it goes about doing it. This caring attitude and behaviour only comes about when people get satisfaction from the jobs they do believe that the organisation supports them and work with an effective HR manager. research findings and corporate practices are employed using a descriptive study technique.

Employees should have the feeling that they possess the right kind of physical, cognitive and emotional resources to perform their job at optimum level. An organization should also know how to project and communicate the success stories of the organization to the employees. Thus employees are able to relate their individual performances with the success and also understand how their performance has a direct impact on the performance of the organization as a whole. This contributes towards enhanced employee engagement.

High engagement leads to higher financial performance, higher productivity, higher customer satisfaction and lower manpower turnover.

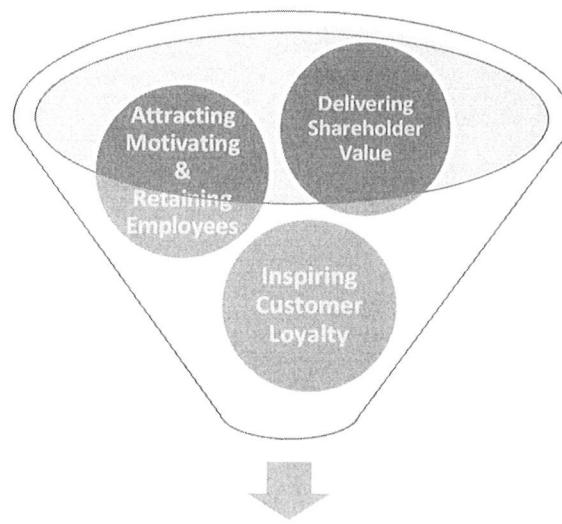
Reference. - Bakker, A.B., & Leiter, M.P. (2010). Work engagement: a handbook of essential theory and research.
- IRMI.com

- c) Corporate Social Responsibility is a key driver towards EVP (Employee Value Proposition) and creates more authentic foundation for investors.

Employee Value Proposition (EVP) is usually defined as a set of monetary and non-monetary benefits provided by an organization to its employees, in return for the skills, capabilities, and experience they bring and the contributions they make to the organization.

Employer branding is critical for an organization to attract top talent. Done right, an EVP offers a compelling answer to the question - Why should a highly talented person choose to work with us?

The purpose of the Employee Value Proposition



The Purpose

Corporate Social Responsibility (CSR) is a self-regulating business model that helps a company be socially accountable—to itself, its stakeholders, and the public. By practicing corporate social responsibility, also called corporate citizenship, companies can be conscious of the kind of impact they are having on all aspects of society, including economic, social, and environmental.

As important as CSR is for the community, it is equally valuable for a company. CSR activities can help forge a stronger bond between employees and corporations; boost morale; and help both employees and employers feel more connected with the world around them.

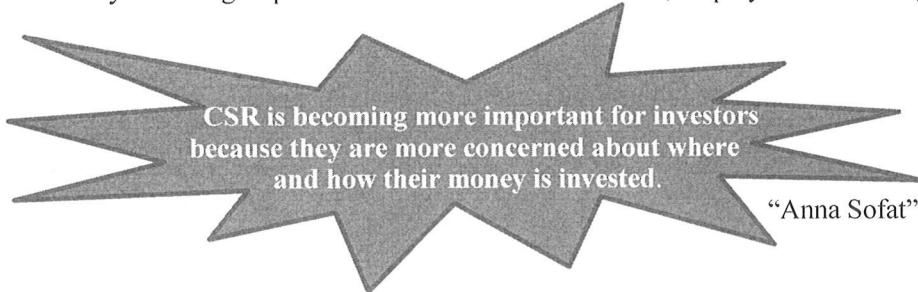
corporate social responsibility (CSR) has become a buzz-word over the past decade but what does it mean, and why is it important for investors?

CSR is generally used to describe activities undertaken by companies which reflect their responsibilities to the public and not just shareholders.

Leon Kamhi, head of responsibility for Hermes Investment Management, believes there has been a change in what CSR has come to mean for investors and practitioners.

He explains: "Historically, a company's CSR activities have been about charitable giving and helping local communities in schools, homes for the elderly and the like.

"Today, CSR is becoming an integrated part of how a company operates as they need to demonstrate what they are doing as part of their business for customers, employees and society at large."



John David, head of Rathbone Greenbank Investments, also believes the term **CSR** has "grown beyond its strict dictionary definition".

He comments: "It is now an umbrella term for all the ways in which a company should have regard for its impact on the world beyond its profit and loss.

"Whereas CSR, for the most part, used to be little more than a nice marketing add-on to pad out an annual report, the new generation of consumers demand something far more authentic."

Mr David adds: "Over the last 20 years we have seen CSR become fully integrated into business strategy – covering how business relates to the environment and society more broadly."

As conclusion "As more investors are becoming attune to sustainability issues, we can see the companies that are being left behind and are suffering financially as a result.

"Inevitably, companies that do not consider their social responsibilities become a poor investment."

References : - Investopedia

- FTadviser

Q3. Describe and provide relevant examples in support for the following.

a) Explain communication & its relationship to organizational effectiveness Identify the principles of effective interpersonal communication in different cultures.

Communication is a vital management component to any organization. Whether the purpose is to update employees on new policies, to prepare for a weather disaster, to ensure safety throughout the organization or to listen to the attitudes of employees, effective communication is an integral issue in effective management. To be successful, organizations should have comprehensive policies and strategies for communicating with their constituencies, employees and stakeholders as well as with the community at large.

Effective communication may contribute to organizational success in many ways. It:

- 1- Builds employee morale, satisfaction and engagement.
- 2- Helps employees understand terms and conditions of their employment and drives their commitment and loyalty.
- 3- Educates employees on the merits of remaining union-free (if that is the organization's goal).
- 4- Gives employees a voice—an increasingly meaningful component of improving employees' satisfaction with their employer.
- 5- Helps to lessen the chances for misunderstandings and potentially reduces grievances and lawsuits.
- 6- Improves processes and procedures and ultimately creates greater efficiencies and reduces costs.

Identify the principles of effective interpersonal communication in different cultures.

“The key to success is understanding and accepting the differences on a multicultural team, and then using them to enhance the way the team analyzes situations and makes decisions,” said Kelley Holland, in a New York Times article, “How Diversity Makes a Team Click.”

In today’s diverse workplace, communication issues can take on an added dimension of complexity. Every culture has its own set of tacit assumptions and tendencies when it comes to face-to-face interactions, and trying to get your point across effectively can sometimes be difficult. Even when a language barrier doesn’t exist, cross-cultural communication can be challenging. **Here are top tips for effective cross-cultural communication:**

1. Maintain etiquette

Many cultures have specific etiquette around the way they communicate. Before you meet, research the target culture, or if time allows, do some cross cultural training.

2. Avoid slang

Not even the most educated non-native English speaker will have a comprehensive understanding of English slang, idioms and sayings. They may understand the individual

words you have said, but not the context or the meaning. As a result you could end up confusing them or at worst, offending them.

3. Speak slowly

Even if English is the common language in a cross cultural situation it's not a good idea to speak at your normal conversational speed. Modulating your pace will help, as will speaking clearly and pronouncing your words properly.

4. Keep it simple

In a cross cultural conversation there's no need to make it harder for both of you by using big words.

5. Practice active listening

Active listening is a very effective strategy for improving cross cultural communication. Restate or summarise what the other person has said, to ensure that you have understood them correctly.

6. Take turns to talk

Make the conversation flow more freely by taking it in turns to speak.

7. Write things down

If you're not sure whether the other person has understood you properly, write it down to make sure. This can be particularly helpful when discussing large figures. For example, in the UK they write a billion as 1,000,000,000 but in the USA, it's written as 1,000,000,000,000.

8. Avoid closed questions.

9. Be careful with humour.

10. Be supportive.

11. Keep an open mind.

12. Have at least some knowledge of people's cultural backgrounds.

13. Practice active listening.

References - CHRysos HR Solutions Limited - Washington university

- Kelley Holland, New York Times article, "How Diversity Makes a Team Click"

THE NEW YORK TIMES.

b) Negotiation is an effective tool when it comes to interpersonal communication.

Explain how HR examines an effective negotiation strategy & process.

Negotiation involves discussion between two or multiple parties with the aim of ending differences and reaching an understanding. Each party tries to further their interests and also tries to attain a compromise.

There are several situations when a negotiation is carried out in an organization- from wages negotiation at the time of recruitment, negotiations with unions regarding their requests, resolving employee conflicts, making downsizing decisions, making budgetary allocations etc.

There are essentially two main types of negotiation: distributive, integrative.

And all negotiations have the same process with theses following stages:

- | | | |
|----------------|--|--|
| 1. preparation | 3. Clarification of goals | 5. Agreement |
| 2. discussion | 4. Negotiation towards a Win-Win outcome | 6. Implementation of a course of action. |

Negotiation is a part of life, both business and personal. For HR consultants, in particular, negotiation skills are a must and can make the difference between new prospects and better contract terms, and lost prospects and money left on the table.

The likely reason that negotiations can make some people uncomfortable is the suggestion that there is a win-lose scenario. The key to effective negotiation is an understanding that both parties can be winners and that a win-win outcome should be the goal.

The effective negotiation strategy & process which HR should examines, could be achieved through the following :

1) Overcoming the Fear

Dan Weedin, a Seattle-based executive speech coach and presentation skills consultant, says a fear of negotiation is similar to a fear of public speaking. Harboring such a fear can create a self-fulfilling prophecy in an HR consultant; the more fearful consultants are of the negotiation process, the more they might avoid those situations and the less they get to practice dealing with them and becoming more comfortable with conducting a negotiation.

2) Needs vs. Wants

Another key point to make negotiations less intimidating is learning to focus on needs instead of wants.

Andrew Apfelberg, a lawyer with the Los Angeles law firm Rutter, Hobbs and Davidoff Inc., and senior business consultant Mark Jaffe, who has his own firm in Southern California, say negotiating is not about winning or losing and is more than just clever gamesmanship. Negotiation is a process that can make or break business relationships, and too often the people involved in negotiations are actually debating the wrong issues because they are focused on what they want rather than what they need.

3) Building Relationships

Building a relationship of any kind requires getting to know and understand each other. Listening is a critical skill for consultants, perhaps nowhere more critical than during the negotiation process.

While effective negotiations are based on strong, trusting relationships, HR consultants should never forget that negotiations are business deals, Goldner says. "These transactions are not personal, they're business deals." Taking negotiations personally can be a key derailer for HR consultants, she adds. Therefore, when involved in any type of negotiation, remain focused on the fact that it is a business deal and keep emotions in check.

c) Classify with detail example differences between Industrial Relations and Employee Relations.

Essentially, **employee relations** is a **two person** relationship between employee and employer. The focus is on how to effectively manage and strengthen this relationship.

Industrial Relations on the other hand, is a **three person** relationship between the organisation, the union and the workforce that the union represents.

- **Employee Relations** is the study of the relationship between employees and also between employers and employees. A business which focuses on the importance of strong Employee Relations often results in higher engagement, higher motivation and ultimately improved productivity and profitability. Employee Relations is about providing information to employees on the goals of the organisation. Employees should understand the ultimate goals of the business and what their role is in achieving these goals.

Examples of Employee Relations: Adequate Safety in the workplace, Annual leave disputes, attendance and timekeeping, hour and wage issues, and Conflict Management.

- **Industrial Relations** originated in the mid-20th century during the Industrial Revolution in the UK. It came about as a means to understand the complex relationship between employers and employees. An employee associates Industrial Relations with better safety, training, job security, pay and conditions in the workplace. An employer understands it to be about productivity, employment law and conflict resolution. This resolution often involved the intervention of a Union. The union represents the employee as a collective workforce and raises issues to the organisation.

Examples of Industrial Relations: Union Organizing, Strike Action, Collective Bargaining Industrial Hygiene and ergonomics.

Reference: - Morgan McKinley

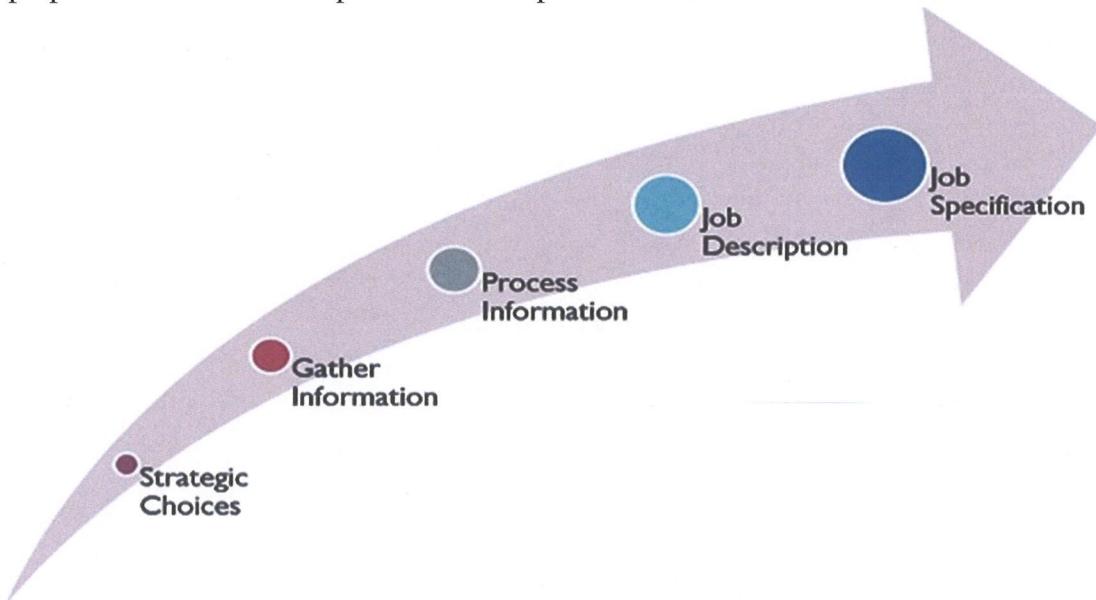
- Mitre Finch.com

Q4. Write a note on each of the following topics:

- a) What is job analysis and how it impacts various areas in Human Resource and Employee Lifecycle?

Job analysis refers to the process of systematically identifying, obtaining and recording all the facts and details concerning the job through various methods.

Job analysis involves identifying and ascertaining all the duties and responsibilities of the concerned job, along with the prior requirements, and its relative importance with respect to the other jobs in the organization. It serves as a guide in the preparation of Job Description and Job Specification.

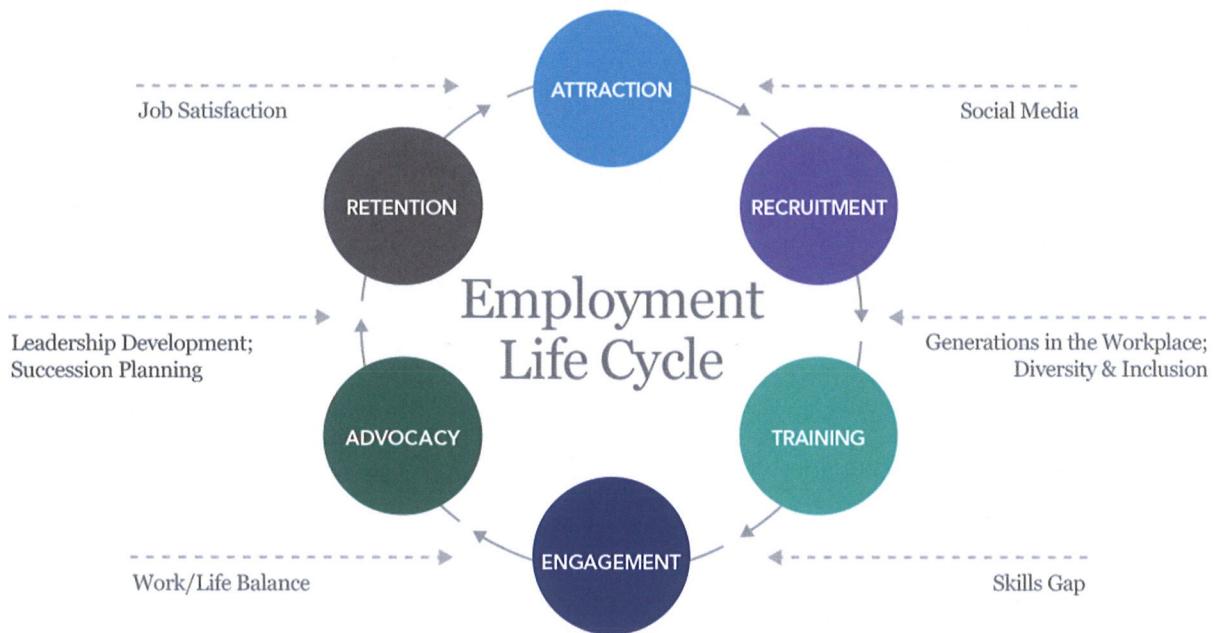


Source : businessjargons.com

The data gathered through job analysis is useful for various human resource functions such as Human resource planning, recruitment and selection, induction, training, job evaluation, remuneration, performance appraisal, health and safety, promotion and transfer, career planning, and so on.

The process of job analysis can be divided into the following five stages:

1. Planning the job analysis. This initial stage commences with the identification of objectives and seeking co-operations from stakeholders involved.
2. Preparing for and introducing job analysis. This stage is marked with the selection of jobs to be analysed and the formulation of a relevant methodology
3. Conducting the job analysis. During this stage relevant data is collected and examined
4. Developing job descriptions and job specifications. Initially proposed as a draft, job descriptions and specifications are reviewed with the participation of management, and this is followed by finalising of job descriptions and formulations of relevant recommendations.
5. Maintaining and updating job descriptions and job specifications. Findings obtained towards the end of the previous stage are subjected to periodic review in order to reflect the impact of internal and external changes affecting the organisation.



Source: Inside.io

Job analysis helps small business owners outline the positions they're hiring for, giving them insight into the types of tasks an employee might perform and helping them decide what type of employee might be best at performing the given tasks. As a result, when employees are hired, employers can immediately communicate to them what's expected of them. This causes less confusion for employees and positions them for success in their roles. A thorough job analysis can affect how productive a small business and its employees are.

References : - bizfluent.com inside.io.com - research-methodology.net

- businessjargons.com

a) What are different types of Competency Frameworks and how are they put to effect use?

A competency framework defines the attributes and ways of working that are required for organisational success. They emerged in the 1980s as a response to a developing interest in organisational effectiveness and changes in the nature of work.

There are several different types of competency framework:

Behavioural - define how success can be achieved; what people see and experience others doing

Technical – these cover the knowledge and technical skills that are required for job success

Results - these cover what's achieved, the outcomes of work.

A well-designed and relevant competency framework can improve business performance because they (1) articulate what ‘good’ looks like. They (2) provide a means to assess existing capability as well as improving the validity and accuracy of the recruitment process, (3) reducing hiring costs and turnover rates as new starters have better fit with the organisation. They (4) enable effective succession and capability planning so that development interventions can be targeted at the right people to develop the right behaviours for the business. They (5) enable managers to add greater value by providing a framework which enables the effective to measuring and monitoring of performance so that they can provide constructive feedback and support to their team.

Reference: getfeedback.net- hrmanagers.

- a) Classify internal and external hiring practices and explain different interview types

Internal recruitment: is the process of filling the vacant positions in a company by the employees within the business premises. In simple words, it can be understood as the method where existing workforce of the company are referred or taken into consideration for any available suitable post.

External recruitment: is the process of filling vacant posts of the company by the employees excluding the existing ones. New people with required skills and qualification are enrolled in the organization and thus new ideas are initiated in the company.



Source: businesstopia.net

The most common types of interviews include 1- formal interviews, 2- phone interviews, 3- panel interviews, 4- sequential interviews, and even 5- walk-in interviews.

Each of these types of interviews will require the candidate to showcase his or her talents and prove that he or she is the best choice for the job; preparedness is the most important tool in the candidate's arsenal, and regardless of what interview type he or she is going through, the candidate must be prepared to speak eloquently and professionally about the job and his or her qualifications.

- 1- Formal Interviews:** is perhaps the most common of the different types of interviews. Such an interview requires the candidate to meet the employer in person. The employer will ask several prepared questions — the same questions the employer will

- 1- Ask all candidates — in a specific order. The candidate's answers may be recorded, and the employer is likely to take notes on the candidate's answers.
- 2- **Phone Interviews:** are one of the only types of interviews that are not held face to face, though video conferencing can now solve this issue. A phone interview is conducted between candidates and employers who are in different areas of the state, country, or world. The questions one will answer in such an interview are generally the same as those asked in a face to face interview, but other questions about relocation and travel may be asked as well.
- 3- **Panel Interviews:** occur when a candidate is interviewed by several people at once. Each person at the table will have his or her own set of questions to ask, and each interviewer will generally focus on a specific area to discuss.
- 4- **Sequential Interviews:** A close relative to the panel interview in which several people interview the candidate, but instead of all the interviewers perform the interview at once, they will each have an opportunity to interview the candidate one on one. This often means the candidate must answer the same question several times for several different people.
- 5- **A walk-in interview:** is a job screening that happens without an appointment or scheduled meeting. They are common at career fairs and informal meet-and-greet sessions, and they tend to be relatively short and often consist of only a few questions. Employers may offer candidates a job at the end, but more often than not, the meetings are used as a way to quickly narrow down the applicant pool. Top candidates are often invited for a more formal interview at a later date.

And since the question is about internal and external hiring, let me mention some differences between **Interviewing internal candidates** and **External candidates**.

Interviewing internal candidates can lower your cost-per-hire, as it decreases job board and sourcing expenses, and can result in faster hiring times.

Despite these benefits, it's still necessary to evaluate if your internal candidate is the right fit for the open position.

And here are some examples of the internal interview questions, but first, the interviewer or the HR manager should do their research before interviewing them, and make sure the applicant's manager knows about the applicant's intentions to interview internally. Once you know that the manager is aware of the situation, see what feedback they have on the candidate.

1. **Prepare in advance..**
2. **Evaluate carefully.** Don't assume that because they're an internal candidate they should be the leader in the race for this role.
3. **Follow up.** Regardless of the outcome, you'll want to follow up with your internal candidate..

And the questions could be as follow:

1. Why are you interested in this new role within our company?
2. What's your favorite part of coming to work every day?
3. What could change about our company / department to make it a better experience?
4. At this stage of your career, where do you see yourself next year? 3 years from now? 5 years?
5. What do you enjoy / not enjoy about your current role?
6. If you could change one thing about your current role what would it be?

While **in External Hiring**: brings a new wave of energy and a fresh vision, in addition to a different experience and approach to the organization. They also bring skills and knowledge that were not available internally.

Let me mention some pros of the external hiring before I list some of the interview questions.

(1) Sometimes a company needs revitalization. Bringing in new candidates from external avenues can provide the company with new perspectives and ideas that may support the company's growth and advancement (2) Hiring externally opens the company to a much larger pool of prospects to choose from.(3) Candidates may have additional skills and experiences to complement the role(4) There's a lower chance for internal resentment, competition, and conflict when hiring externally. Employees may not feel like they're competing with each other to get ahead, which may foster a more positive team dynamic.

And the questions could be as follow:

1. Tell me something about yourself that others may be surprised to know about you?
2. **Why should we hire you?**
3. **Tell me about what motivates you?**
4. **Where do you see yourself in five years?**
5. **From everything you've learned about this role, me and our company, tell me how you feel you'd make a contribution?**
6. **Describe the best boss you ever reported to?**

Conclusion:

The important note is that hiring an employee, either external or internal, is not the finish line. The role of management and organization does not end by hiring a new employee or promoting a current one. It is just the starting point and both need the company support to success. Internal hires need some push to go beyond what is already acceptable by the organization culture and staff and the external one need some guidance on what needs to be done to avoid conflict with the staff.

Reference: - monster.com -businessstopia.net/HR - wisegeek.com - glassdoor.com

References:

QUESTION 1

- a..... Your article library.com
- Project Cubicle

B..... Neil Patel.com

C Deloitte

- SelectHub.com

- Wifi Attendance.com

- d.... - Roger Fisher and William Ury in their 1981 book “getting to yes”:

- Negotiation without giving in”.

- CFI Corporate Finance Institute

QUESTION 2

a- SCU.edc.ae

- ACCA Global

- Human Rights/Social Protection

- Sovereign.com

b- Baker, A.B & Leiter, M.P.(2010) Work Engagement: a handbook of essential theory and research.

- IRMI.com

c- Investopedia.com

- FTAdviser.com

QUESTION 3

a- Washington University

- CHRysos.com. HR Solutions Limited

- Kelly Holland, New York times Article. “How Diversity Makes a Team Click”.

b- MBA Skool.com

- SHRM: HR daily Newsletter.

c- Morgan McKinley

- Mitrefinch.com

QUESTION 4

A- bizfluent.com

- inside.io.com

- research-methodology.net

- businessjargons.com

b- getfeedback.net- hrmanagers

c - monster.com

- businesstopia.net/HR

- wisegeek.com

- glassdoor.com