



In association with

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Management Studies FZE

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Assignment II
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UNITTITLE

Human Resource Management

UNIT CODE MGT631

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GENERAL INSTRUCTIONS

- 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 of contents.
- Use headings and sub-headings to organize your report and include supporting material in the documentfile.
- Number all pages sequentially.
- 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: _____ / 60

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.

Introduction.....

Human resources are the most valuable and unique assets of an organization. The successful management of an organization's human resources is an exciting, dynamic and challenging task, especially at a time when the world has become a global village and economies are in a state of flux. The scarcity of talented resources and the growing expectations of the modern day worker have further increased the complexity of the human resource function. Even though specific human resource functions/activities are the responsibility of the human resource department, the actual management of human resources is the responsibility of all the managers in an organization.

It is therefore necessary for all managers to understand and give due importance to the different human resource policies and activities in the organization. Human Resource Management outlines the importance of HRM and its different functions in an organization. It examines the various HR processes that are concerned with attracting, managing, motivating and developing employees for the benefit of the organization.

Answer all the questions:

Q1. Describe the following with necessary examples to support your view:

a) Explain relevant roles & responsibilities of managers and identify skills required for effective supervision.

HR managers plan, direct, and coordinate the administrative functions of an organization. They oversee the recruiting, interviewing, and hiring of new staff; consult with top executives on strategic planning; and serve as a link between an organization's management and its employees.

Every organization wants to attract, motivate, and keep qualified employees and match them to jobs for which they are well suited.

Human resources managers accomplish this by directing the administrative functions of human resource departments.

Their work involves overseeing employee relations, regulatory compliance, and employee-related services such as payroll, training, and benefits. They supervise the department's specialists and support staff and ensure that tasks are completed accurately and on time.

And to accomplish that they need these following skills :

1. Understanding the role of a supervisor.
2. Communicating effectively, since it's estimated that people spend 70-80 percent of their workday communicating, it is important to also understand that successful communication is a two-way street.
3. Preventing and solving conflict, like investigating and documenting the conflict.
4. Managing employee's performance goals.
5. Understanding employment law.
6. Leading and working with teams.
7. Understanding and respecting generational differences.

References : Yourerc.com - Business to community.

b) Outline the functions of performance appraisal. Discuss effective performance appraisal processes.

Generally, the Performance appraisal is conducted to clarify job expectations, set goals for improvement of weaknesses and reward for accomplishments and overall performance. The manager's job is to explain the steps involved during and after the performance appraisal.

The Performance appraisal concept is central to effective management, and it has three basic functions:

- 1)**Provide** adequate feedback to each person on his or her performance.
- 2)**Serve** as a basis for modifying or changing behavior toward more effective working habits.
- 3)**Provide** data to managers with which they may judge future job assignments and compensation.

Reference : Harvard Business Review

Discuss effective performance appraisal processes.

The process of effective Performance Appraisal are :

1- Clarify Job Expectations :

A mutual understanding of the job expectations is essential to an effective performance appraisal. Absent this, the appraisal meeting could spiral downward because the manager and employee might be working from completely different vantage points. A review of the job description, and employee skills, qualifications and responsibilities should precede the actual performance appraisal.

2- Review and Update Job Skills :

Review the employee's beginning job skills, meaning what qualifications the employee had at the start of the evaluation period one year ago. *Discuss* any improvements necessary and praise the employee for skills that have improved during this time. *Determine* what additional skills the employee can learn during the next evaluation period by setting reasonable goals for professional development.

3- Review Accomplishments and Goals :

Accomplishments throughout the evaluation year will be enumerated. If there are quantifiable goals established for the review period, the manager and employee determine if the goals have been met. Often, a "management by objective" technique is used to track specific goals, progress and completion for each quarter. Using this technique simplifies the performance appraisal because there are intermediate assessments made during the evaluation period.

Final Steps and Rewards

An overall appraisal score may be discussed during the meeting or it may be calculated after the manager has had an opportunity to consider the employee input. In addition, the manager should indicate whether or not the employee will be entitled to an increase in pay or bonus, if applicable. Many employers use a scale that determines a percentage increase for performance appraisal scores. Whenever possible, the manager should inform the employee of the type or amount of increase to expect for her performance during the year.

References: - Harvard Business Review

- Chron.com

c) Identify the role of managers in implementing effective change strategies

Change is a constant in any organization looking to stay profitable and competitive today. Managing that change poses a constant challenge for companies of any size. Whether you're looking to implement (1) New technology, (2) Update business processes, (3) Improve customer service, or (4) undertake a digital transformation, a consistent change management process can help facilitate change and make the transition easier for your organization. And the role of managers in implementing effective change strategies can be explained in these following seven steps :

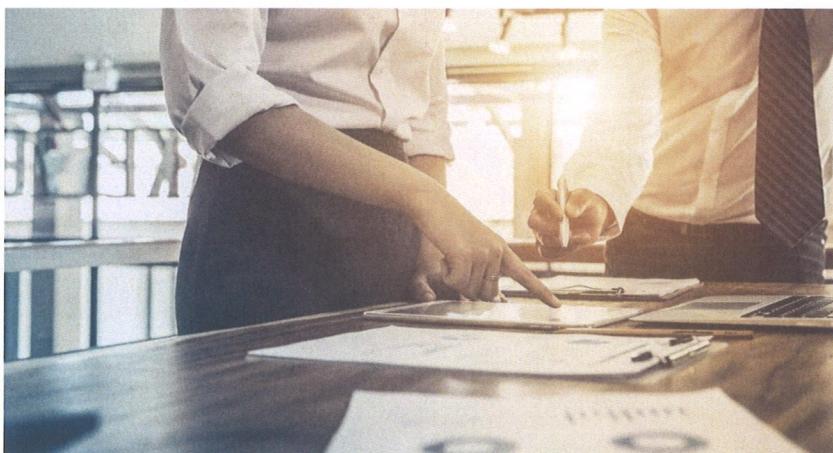
1- Identify What Will Change:

The first step to successful change management is to clearly define the desired outcome of the change.

2- Present a Solid Business Case to Gain Buy-in:

Buy-in at the executive level is critical for pushing through any successful change, whether you need support financing the endeavor, are looking for champions of the process, or are working directly with those charged with facilitating change. For any significant change in your organization, take the time to define your stakeholders, build your business case, and get buy-in on your plan around what needs to change and how it will improve your organization.

3- Create a Roadmap



4- Gather Data for Evaluation:

As you begin to implement your change management plan, consider the benefits of gathering and analyzing data to measure and monitor your progress. Some changes will be easier to measure than others, but clear reports on progress can facilitate better communication, the appropriate distribution of incentives, and measures of success.

5- Communicate:

Open communication is the golden thread that runs through the entire exercise of change management

6- Monitor and Manage Risk:

One of the major risks to change management is resistance to change. Often resistance occurs due to a fear of the unknown. People may also resist change because of the risks associated with a new process or product.

7- Continuously Review and Improve Your Process:

Managing change is an ongoing process. In addition to having a plan in place to address changes within your organization, creating a feedback loop where you can continue to review and improve the steps you're taking toward change can help you identify challenges, remove obstacles, and adjust your roadmap as needed

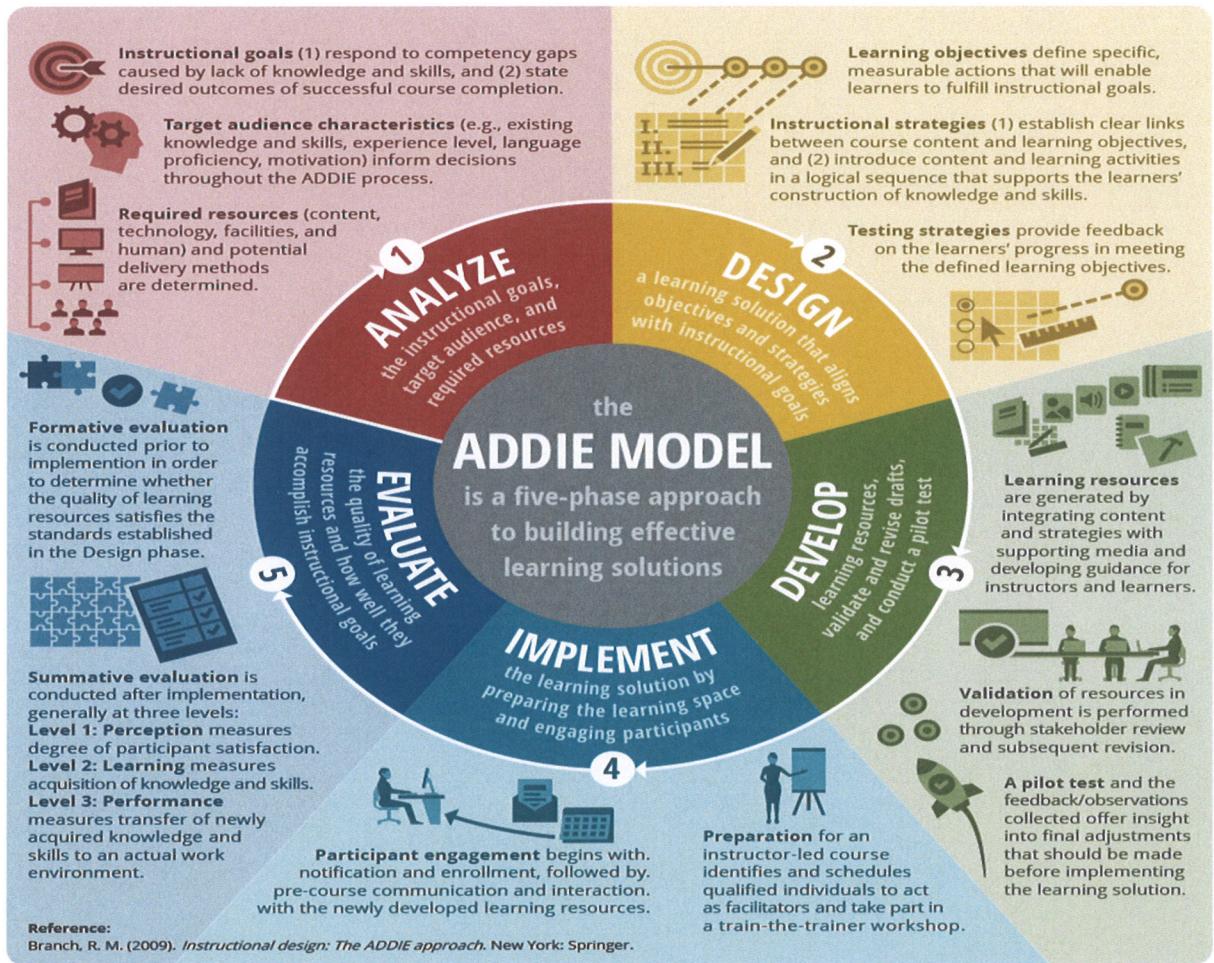
References - Smartsheet.com

Q2. Explain the concept with supporting examples:

a) Discuss the advantages and operational impact of the ADDIE model in Learning and Development.

The ADDIE model is a systematic instructional design model consisting of five phases:

(1) Analysis, (2) Design, (3) Development, (4) Implementation, and (5) Evaluation.



Source: hrtrendinstitute.com

ADDIE model has been in use since the 1950's and was likely originally developed by the United States military. It is a description of a time-tested process for designing effective instruction of all kinds, and is perhaps the most recognized instructional model in the world today.

the advantages bof the ADDIE model

1. Structured guidance.

ADDIE is a cycle. Furthermore, you can find all of the significant stages of a generic ISD process.

2. It has considerable flexibility.

When it comes to something like instructional design, it is important to work with

a model that is going to emphasize flexibility in the best fashion possible. That is definitely something you will notice with ADDIE. Revisiting and refining, if those are things you need to do, are going to strike you as pretty straightforward.

3. It gives you a great starting point.

If you need a good place from which to begin your work, ADDIE can certainly give you a logical, straightforward starting point. As you work to plan and then create trainings, you can rely on ADDIE to keep you moving along the right path.

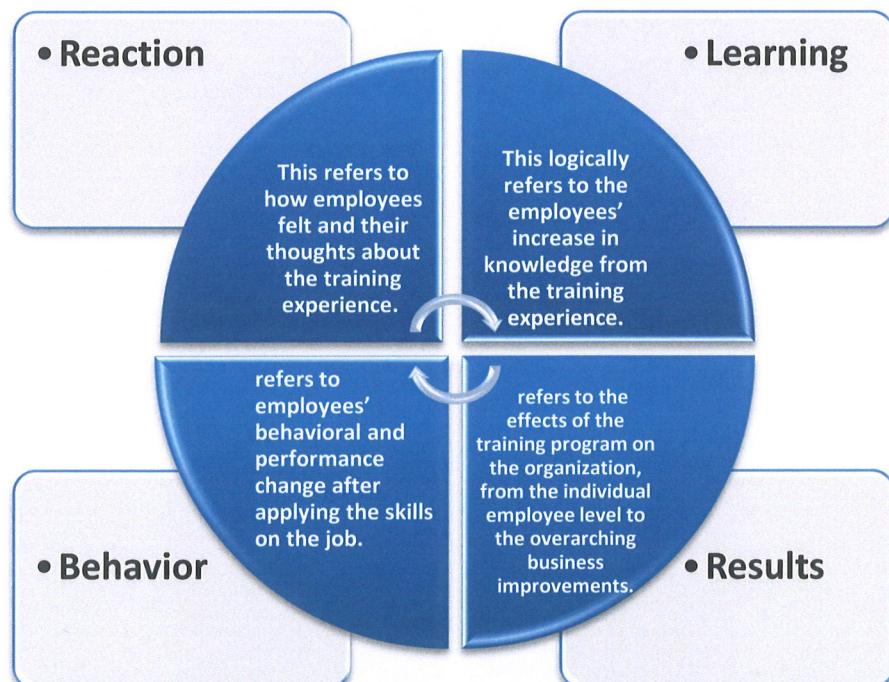
4. It is extremely versatile.

One of the best things about ADDIE? You can use it with just about any kind of learning you can imagine.

References – Wikiversity - learning-theories.com - hr trend institute
- nyln.org /youth leadership

- b) What are the implications of not considering the Kirkpatrick Model for learning feedback and how this model is effective than other learning.

Donald Kirkpatrick (1924-2014) was a giant in the workplace learning and development field, widely known for creating the four-level model of learning evaluation.



If we didn't used Kirkpatrick models we will not be able to know the reaction of the employees, and how their knowledge increased or not from the training, and will not be able to know if the performance enhanced or not, even the result we will not have the measurements that give us the real effects of the training on the organization from the employees .

In other words if any organization Not used this model the implications could be the follow :

The organization **will lose**

- 1- A cheap and quick way to evaluate the training as well as the Learning.
- 2- A logical structure and process to measure training & learning.
- 3- An overall perspective of their training program and the changes that must be made.
- 4- The organization will lose also a deep understanding of how applying the job skills and training affects its business.

how this model is effective than other learning.

Generally Effective learning is learning that works well. And learning that uses minimal resources will still achieve good results. Another way of saying that It is: the results to resources ratio is good.

And the conditions for effective learning are

1. Awareness.
2. Interest.
3. Motivation.
4. Relevance.
5. Engagement.
6. Reinforcement
7. Support.

Now kirkpatrick model Is effective because: It is important to be able to measure the effectiveness of any training. No one wants to spend time or money on a training that does not have a good Return-on-Investment (RoI). Kirkpatrick's Four-Level Training Evaluation Model is an excellent model to help analyze the impact of training on the organization.

Plus it

- Answers whether a fundamental requirement of the training program was met.
- Explains the usefulness of performing training evaluations at each level.
Each level provides a diagnostic checkpoint for problems at the succeeding level. So, if participants did not learn (Level 2), participant reactions gathered at Level 1 (Reaction) will reveal the barriers to learning. Now moving up to the next level, if participants did not use the skills once back in the workplace (Level 3), perhaps they did not learn the required skills in the first place (Level 2).

References: - worklearning.com - geteverwise - .businessperform.com

- c) Compare different components of the Total Rewards strategy. How Rewards & Recognition are impacting the organization's fixed and variable pay standards.

A **total rewards strategy** comprises all the efforts that an employer can use in recruiting, motivating and keeping employees. According to the Grameen Foundation, a total rewards system includes five elements: compensation, benefits, professional development, recognition and work-life balance.

Compensation	Refers to the various ways an employee earns money from the company. It typically consists of a base salary or hourly wage but can also include profit sharing and bonuses.
Benefits	Refer to both mandatory programs and employer options. Mandatory programs include worker's compensation and Social Security , while employer options include paid vacation time and pension programs .
Professional development	Encompasses a broad spectrum of learning and advancement opportunities, such as tuition reimbursement, mentoring and defined advancement tracks . For example, a business might cover the costs for everyone in a department to receive access to a relevant online course.
Recognition	Ranges from an individual acknowledgement of work well done to a formal recognition program, such as an employee of the month or year program. Formal programs often include incentives, such as a plaque or prize .
Work-life balance.	Refers to providing employees a chance to meet their personal obligations or goals. For example, some employers allow employees to come in early or leave late , so they can get their kids on the bus or attend their child's events. Employers might also establish volunteer programs , offer a childcare subsidy or provide stress-management resources.

- How Rewards & Recognition are impacting the organization's fixed and variable pay standards.

The recognition is a process of giving an employee a certain status within an organization. This is a very crucial factor towards an employee motivation. Recognition describes how the work of an employee is evaluated and how much the appreciation he/she receives in return from the organization.

Fixed pay is a nondiscretionary compensation that does not regularly vary according to performance or results achieved. based on employee value: market based, performance based, skill based, in other words, it is the actual monthly salary which includes Basic and bundle of all allowances minus tax paid.

Variable pay or pay-for-performance is a compensation program in which a portion of a person's pay is considered "at risk." Variable pay can be **tied to the performance** of the company, the results of a business unit, an individual's accomplishments, or any combination of these. It can take many forms, including **bonus programs, stock options, and one-time awards** for significant accomplishments.

The rewards strategy should be

- 1- Compatible with the organization's mission and strategy
- 2- Compatible with the organizational culture
- 3- Appropriate for the workforce
- 4- Internally and externally equitable

In the **Pay strategy**, What we mean by External equity & Internal equity ?

External equity:

Salary competitiveness versus the market. It is impossible to ensure fair pay without using industry and regionally-specific market data to establish appropriate salary ranges for each position.

Internal equity:

Equal pay for equal work within the organization. When organizations leverage market data to establish pay ranges, they incorporate that data into their overall salary structure. Jobs of comparable value are assigned to the same grade range, and the range of pay is the same for those jobs, which promotes equity. This assures that employees within an organization are paid fairly versus each other.

Any organization should always consider that their employees are constantly evaluating what they're worth and making comparisons with their current compensation—to the market in general, to others in the organization, to their previous salaries, and to their future plans. They're assessing whether the organization compensation is leading, matching, or lagging compared to their expectations, and these assessments shape their experience with the organization and their opinion of themselves.

Relative pay positioning is a framework that helps the organization analyze the message that its compensation choices send to the employees. its compensation will stay comparable with the market rate for a given position, **lead** the market, or **lag** behind. Staying close to the market rate avoids the tradeoffs in employee experience that happen at the extremes.

Effective relative pay positioning relies on two important assessments. First, you need to have current pay data for your local market (which may vary from national averages). Then you need to have an

accurate assessment of how an employee's skills and experience match to those categories. And this number changes over time as the market fluctuates and as the employee grows into their role.

References: - bizfluent - salary.com - payscale.com

Case Study 1:

In the past, the decision criteria for mergers and acquisitions were typically based on considerations such as the strategic fit of the merged organizations, financial criteria, and operational criteria. Mergers and acquisitions were often conducted without much regard for the human resource issues that would be faced when the organizations were joined. As a result, several undesirable effects on the organizations' human resources commonly occurred. Nonetheless, competitive conditions favor mergers and acquisitions and they remain a frequent occurrence. Examples of mergers among some of the largest companies include the following: Honeywell and Allied Signal, British Petroleum and Amoco, Exxon and Mobil, Lockheed and Martin, Boeing and McDonnell Douglas, SBC and Pacific Telesis, America Online and Time Warner, Burlington Northern and Santa Fe, Union Pacific and Southern Pacific, Daimler-Benz and Chrysler, Ford and Volvo, and Bank of America and Nations Bank.

Layoffs often accompany mergers or acquisitions, particularly if the two organizations are from the same industry. In addition to layoffs related to redundancies, top managers of acquiring firms may terminate some competent employees because they do not fit in with the new culture of the merged organization or because their loyalty to the new management may be suspect. The desire for a good fit with the cultural objectives of the new organization and loyalty are understandable. However, the depletion of the stock of human resources deserves serious consideration, just as with physical resources. Unfortunately, the way that mergers and acquisitions have been carried out has often conveyed a lack of concern for human resources.

A sense of this disregard is revealed in the following observation:

Post combination integration strategies vary in tactics, some resemble to "marriage & love" but in reality collaborative mergers are much more hostile in implementing forceful decision and financial takeovers. Yet, as a cursory scan of virtually any newspaper or popular business magazine readily reveals, the simple fact is that the latter are much more common than the former.

The cumulative effects of these developments often cause employee morale and loyalty to decline, and feelings of betrayal may develop. Nonetheless, such adverse consequences are not inevitable. A few companies, such as Cisco Systems, which has made over 50 acquisitions (<https://www.cisco.com/c/en/us/about/corporate-strategy-office/acquisitions/acquisitions-list-years.html>), are very adept in handling the human resource issues associated with these actions. An example of one of Cisco's practices is

illustrative. At Cisco Systems, no one from an acquired firm is laid off without the personal approval of Cisco's CEO as well as the CEO of the firm that was acquired.

QUESTIONS:

1. Investigate the approach that Cisco Systems has used in its many successful acquisitions. What are some of the human resource practices that have made its acquisitions successful?

Acquisition is the state where a large and powerful firm purchases another firm which in most of the cases is smaller. After acquisition the desired results are to succeed in the firm formed.

Cisco system is an exception in which acquisitions always lead to increased valuations. Success in acquisitions come from understanding the factors that lead to valuable acquisition as well as retaining the factor and possible improve it; the factor has been identified as having a competitive advantage in either all or majority of the acquisition's building blocks which are identification, valuation, negotiation and target's integration. The success of acquisitions is analyzed better by looking on the results of the acquisitions which are prior.

However, Cisco is known to be a success in most of the acquisitions it has been involved in, and this is due to; (1). Acquisition experience which enables Cisco to be able to easily and faster integrate the acquired firm (2) Cisco has also the advantage of learning by doing and thereby enjoys the advantages of its experience curve which is going downwards in terms of number of barriers.(3) Cisco understands the importance of its employees since the workforce is the most important asset of the company , (4) and has adopted adequate human resource practices to make successful acquisitions. Before acquiring a company Cisco checks for the compatibility of its work culture, employee knowledge and technical know-how, and adjustability of the employees of the target company. Besides, (5) they take care of job security of the employees and do not layoff them unless required. (6)The employees are given adequate training to understand their new roles and responsibilities.

There are several human resource practices that are used by Cisco in making its acquisitions successful; these practices include the fact that (1) The managers together with the employees are experienced in acquiring firms for they have in the process for a long time. (2) There is a division in the company which deals with planning on how to successfully acquire firms by dedicating their full time in that process. (3) The technologies used are also very conducive in yielding good results after acquisitions (Rifkin, 1997). (4)The company insists on NO layoffs, and job security is guaranteed to all the employees of the acquired company. (5)The acquisition team evaluates the working style of the management of the target company, Once the acquisition team is convinced, an integration strategy is rolled out. (6) A top-level integration team visits the target company and gives clear cut information regarding Cisco and the future roles of the employees of the acquired firm. (7) After the acquisition, employees of the acquired firm are given 30 days of orientation training to fit into the organization environment.

2. If human resources are a major source of competitive advantage and the key determinant of an organization's ability to pursue a given strategy, why have the human resource aspects of mergers and acquisitions been ignored or handled poorly in so many instances in the past?

Human resource is a major source of competitive advantage for a company and key determinant for its success as it is the employee's commitment and hard work that enables a company to achieve its goals. Despite this, Human resource aspects have been handled poorly in the past because the acquiring firms did not see it of importance since they thought the process of acquisition was a one day job. Firms have earlier been relying on banker investments for information on merger opportunities which rendered the need of human resources useless. They only look for the factors that can be measured and give them revenue and profit. Importance of human resource, their loyalty, and commitment for the success of the company was not given that much importance earlier.

That's why, when contemplating a deal, managers at both companies should list all the barriers to realizing enhanced shareholder value after the transaction is completed.

- **Cultural clashes** between the two entities often mean that employees do not execute post-integration plans.
- As redundant functions often result in **layoffs**, scared employees will act to protect their jobs, as opposed to helping their employers "realize synergies."
- Additionally, **differences in systems** and processes can make the business combination difficult and often painful right after the merger.

Managers at both entities need to communicate properly and champion the post-integration milestones step by step. They also need to be attuned to the target company's branding and customer base. The new company risks losing its customers if management is perceived as aloof and impervious to customer needs.

Finally, executives of the acquiring company **should avoid paying too much for** the target company. Investment bankers (who work on commission) and internal deal champions, both having worked on a contemplated transaction for months, will often push for a deal "just to get things done." While their efforts should be recognized, it does not do justice to the acquiring group's investors if the deal ultimately does not make sense and/or management pays an excessive acquisition price beyond the expected benefits of the transaction.

References : - graduateway - investopedia.com

3. Interview someone who has been through a merger or acquisition. Find out how they felt as an employee. Determine how they and their coworkers were affected. Ask about the effects on productivity, loyalty, and morale. Find out what human resource practices were used and obtain their evaluations of what was helpful or harmful.

Two of the U.A.E.'s most prominent banks, National Bank of Abu Dhabi (NBAD) and First Gulf Bank (FGB), have merged, creating the largest bank in the U.A.E. in terms of assets. This merger is a strategic move to create a stronger institution that is better poised to expand beyond the borders of the U.A.E. This merger, which is branded a "merger of equals," will see two organizations with highly complementary business activities, shared values, and strong cultures come together. With FGB shareholders receiving 1.254 NBAD shares for each FGB share they hold, and thus collectively securing ownership of 52% of the combined bank.

The board of directors of this new entity will be drawn from the current boards of NBAD and FGB.

According to what mentioned above I've interviewed Mr. Tariq Ahmed (former regional manager at FGB) to ask him to share his experience about the merger of these two banks. But before I delve to the questions I should mention that, the first impact of Mr. Tariq he was proudly introduced himself by the name of his previous bank, as if an acquisition never took place. Any ways here are the questions:

1- What was your feeling when you were informed about the merger?

I felt anxious, Fear of losing my job. And you know Fear makes people do crazy things. Concerned employees might lose productivity, stress out, or even jump ship. All these things negatively impact culture, performance, and even my physical health. Always asking my self **what else don't I know?" "Is my job safe?" "Who are my allies?"** I crave stability but I have engulfed by a cloud of uncertainty, fear, and rumors. Sounds like a hard environment to work in.

2- Give me a brief summary of how did you felt about the new environment?

Well, Some of my old colleagues have been shifted to other branches, and the others have left the bank, I felt that the culture I came to know and love could rapidly dissolve, and my own job role has changed overnight. As you know we spent a significant amount of our lives at work, and these changes have a huge impact on me, both in the office and at home. But I knew that it may take some time for me to fully accept the change, and It's okay to drive excitement about the merger or acquisition, but believe me, my colleagues and I, and all the employees who lived this experience are genuinely feeling a sense of loss.

3- What was the bank policy regarding to employees preparation for integration?

Actually; Two days after the official announcement of the merger, my manager sent an email to the whole team. And then he held a meeting with each employee separately, in this meeting he gave us the necessary, needed information about the new role; let's say the new job description. But we weren't surprised about the new roles, and fully aware that there will be no room for accept or refuse it.

4- Was there any support from your manager, including the support of the Human Resources?

Yes; there was, they arranged separate meetings with all business units to explain and give all needed information about the new role, and share with us the benefits of the merger.

5- How did you acclimate with the new environment?

As we all know the Acclimating to a new environment can be daunting, but you should make it exhilarating as soon as possible.

And for that I put a to-do list, and I encourage everyone to do it.

- Pay Attention to Company Culture
- Be Open to New Experiences
- Take the Time to Build Your Network
- Learn All You Can

So far these tips worked for me, and I am sure it will work for anyone lived this experience.

Conclusion : (My Opinion) :

We know that mergers and acquisitions will continue to be a key strategy for companies looking to grow and attain greater market share. As you build your own employee engagement strategy during a merger or acquisition, it's your empathy for what people are feeling that will breed the positivity needed to work through hard changes. **Remembering to be human during these times could be the difference between failure and success.**

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