

TEAM REPORT

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TEAM NAME	<i>SydEase</i>
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CATEGORY OF ENTERPRISE SYSTEM SOFTWARE SPECIALISATION	<i>HRM - Human Resource Management System</i>
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1. Introduction

1.1. What is an enterprise system software?

Enterprise System Software is designed to integrate and manage transactions and processes across an organization and its supply chain (Markus & Tanis, 2000). This category of software encompasses various components such as Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Human Resource Management (HRM), and Advanced Planning and Scheduling systems. Its primary function is to digitize business processes and build essential digital capabilities, featuring a central Database Management System (DBMS) and functional modules that support core business operations including production, payroll, supply chain management, and human resources (Davenport, 1998 as cited in Chellappa et al., 2010). By integrating various modules from different vendors, organizations can streamline their operations and enhance overall efficiency (Markus & Tanis, 2000).

Enterprise software is distinct from general-purpose system software in several ways. General-purpose software manages basic hardware and software functions with standardized features and simpler maintenance requirements. In contrast, enterprise software addresses the complexities of integrating multiple business processes within an organization, supporting large-scale operations with significant customization and configuration tailored to specific organizational needs (Fowler, 2002 as cited in Nieuwenhuis, 2018). This software handles large volumes of complex data, automates processes, and integrates with other systems to enhance productivity and operational efficiency. For instance, Dell has improved customer satisfaction and sales efficiency through Salesforce's CRM (Klinker, Terrell, & Mahfouz, 2015), while Walmart has optimized its supply chain with real-time inventory management to reduce costs and maintain competitive pricing (Hugos, 2024).

Enterprise software requires high reliability and regular maintenance due to its critical role in business operations, which poses greater technical and cost challenges compared to general-purpose software (Ramasubbu & Kemerer, 2016). Unlike general system software, which is more stable and less frequently updated, enterprise systems must continuously adapt to evolving business needs and technological advancements (Davenport, 2000; Xu, 2011). The complexity of configuring and maintaining enterprise software can lead to technical issues and increased costs, making its implementation more challenging (Galster, 2015).

In summary, Enterprise System Software is essential for integrating and managing key business functions and data, with a focus on adaptation and evolution to address modern business challenges and maintain a competitive edge (Zebari, 2019).

1.2. What is the purpose of this report?

The purpose of this report is to outline SydEase's expertise and advanced solutions in designing and implementing Human Resource Management systems, tailored for companies looking to upgrade their HR capabilities. This report aims to illustrate how our Human Resource Management systems can enhance people management, improve employee reward and disciplinary processes, and contribute to overall business development and market competitiveness (Sydney University, n.d.).

Additionally, it highlights SydEase's unique strengths and advantages over competitors.

In the context of intensified market competition, the demand for effective talent management has surged, making human resource management crucial for business operations (Guest, 2002). With evolving employee needs, departmental structures, and project demands, optimizing Human Resource Management is essential for improving organizational dynamics through strategic HR practices. This optimization enhances processes, boosts performance, and strengthens competitiveness (Paauwe & Boselie, 2005).

SydEase specializes in developing customized Human Resource Management systems that address the specific needs of each enterprise. Our systems encompass a range of functionalities, including onboarding, training, salary management, and labor relations, designed to maintain flexibility and efficiency in a dynamic market environment.

For instance, outdated Human Resource Management systems can impede growth. BDO, in particular, is seeking to optimize its Human Resource Management processes while exploring innovative solutions (Ahammad, 2017). SydEase's adaptable and efficient Human Resource Management system aligns with BDO's strategic goals, enhancing its Human Resource Management capabilities by integrating seamlessly with existing processes and adapting to business changes (Paauwe & Boselie, 2005).

In a challenging business landscape, companies like BDO require an Human Resource Management system that can swiftly adapt to market changes and support strategic objectives (Francis & Keegan, 2006). Our system is designed to optimize BDO's staffing structure and management model, addressing current and future growth needs. We are confident that partnering with BDO will bolster its global leadership and sustain its growth and success (Armstrong & Baron, 2002).

In summary, this report serves to demonstrate how SydEase's Human Resource Management solutions can meet the evolving needs of companies like BDO, offering a competitive edge and supporting strategic growth in an increasingly complex business environment.

2. SydEase's enterprise system software specialisation

2.1. Category of enterprise system software

Human resource management is a strategic approach to the employment, development, and well-being of employees within organizations (Armstrong, 2020). Its origins can be traced back to prehistoric times with early selection methods for leadership, but as a formal field, human resource management gained widespread acceptance in the 1980s due to pressures from globalization and technological progress (Pindek, Weisberg & Koslowsky, 2010; O'Riordan, 2017).

Human resource management practices serve three main roles: establishing key organizational capabilities, satisfying stakeholders, and enhancing employee

satisfaction and performance (Satyendra, 2020). Effective human resource planning supports these goals by managing workforce shortages, supporting employee development, and aligning human resource strategies with organizational goals, all contributing to sustainable growth (Machado & Davim, 2019). The implementation of systems like the Beaufort human resource management at Medinet demonstrates how streamlining human resource processes can improve efficiency, workforce management, and employee satisfaction (Bondarouk & Huub J.M., 2008).

Overall, human resource management has evolved from basic labor management to a sophisticated, data-driven system driven by technological advancements. It plays a key role in driving performance and supporting sustainable growth, making integrated human resource strategies essential in today's competitive environment.

2.2. Typical characteristics of Human Resource Management enterprise system software

The table below illustrates three key objectives of Human Resource Management enterprise system software, detailing its components, features, and the value created for organizations and stakeholders. It also demonstrates some universal challenges in implementing Human Resource Management systems.

CHARACTERISTICS		INFORMATION COLLATED FROM RELIABLE SOURCES
	OBJECTIVE	VALUE CREATED
List of objectives ¹ of Human Resource Management enterprise system software in terms of creating value ² for a client organisation and its stakeholders ³	Recruitment and staffing	Value to the organisation: Streamlining recruitment and clarifying talent acquisition goals helps fill vacancies more quickly, enhance efficiency, and boost organizational resilience (Lievens & Chapman, 2019). Effective recruitment also reduces staff turnover, stabilizes the organizational structure, and improves job matching, leading to higher productivity (Breaugh, 2013).
	<i>Efficient coordination among the company, department, and applicants during the recruitment process is essential for improving overall effectiveness</i>	Value to Stakeholder #1: HR Departments HR departments benefit from managing recruitment information and processes through a unified platform. This includes overseeing job postings, CV screening, interview scheduling, and hiring decisions (Bhatnagar & Srivastava, 2008). Such integration shortens the recruitment cycle, optimizes processes, and improves hiring accuracy, making the recruitment system more efficient (Muscalu, 2015).

¹**Objective** - A thing aimed at or sought; a goal - the achievement of which can be measured

²**Value** - Monetary (profit) can be created for an organisation by e.g., growth in customer base, reduced costs, new services, enhanced service. For stakeholders value created could be e.g., access to all data in one place saves time for customers

³**Stakeholders** - A person with an interest in the organisation

		<p>Value to Stakeholder #2: Candidates</p> <p>For job seekers, the system provides clearer information about job details and company requirements (Alter, 2015). The standardized and transparent application process helps candidates better showcase their skills and qualifications, increasing their chances of success (Orlitzky, 2007).</p>
	<p>Optimize Organizational Structure Management</p> <p><i>Organizational structure and human resource management practices play crucial roles in business success (Abuladze & Skorková, 2021).</i></p>	<p>Value to the organisation:</p> <p>A structured organization, which has many divisions and hierarchical levels, tends to focus on more similar tasks within each department that enhances the organization's adaptability to change, improves communication across various levels, and ensures alignment with strategic objectives (Ochui, 1977). This alignment is crucial for supporting the organization's core goals, whether those involve innovation, knowledge dissemination, or the provision of healthcare services (Etzioni, 1959).</p>
		<p>Value to Stakeholder #1: Leaders</p> <p>Neubert, Hunter, and Tolentino (2016) point out that an optimized organizational structure strengthens the impact of servant leadership, encouraging positive behaviors among employees and creating a more supportive and innovative work environment. Additionally, a well-organized structure helps a company respond better to external pressures by ensuring clear communication, accountability, and decision-making processes. This improves stakeholder satisfaction and trust (Delmas & Toffel, 2004).</p>
		<p>Value to Stakeholder #2: Employees</p> <p>Optimizing organizational structures for proactive environmental management allows companies to exceed regulatory compliance and meet stakeholder expectations for environmental management (Delmas & Toffel, 2004). Similarly, these structures enable more effective management of community involvement activities, resulting in initiatives that enhance the firm's reputation and strengthen stakeholder relationships (Brammer & Millington, 2003).</p>
	<p>Performance Management and Earnings</p> <p><i>Aligning employee performance with</i></p>	<p>Value to the organisation:</p> <p>Performance management and compensation strategies enhance organizational effectiveness by linking employee performance with strategic goals. Clear metrics and fair rewards motivate employees, boost productivity, and reduce</p>

	<p><i>organizational goals through objective setting is crucial for motivating and retaining employees (Pavlov & Micheli, 2022)</i></p>	<p>turnover and recruitment costs. These systems help ensure employees stay focused and engaged, contributing to overall organizational success (Peccei & Van De Voorde, 2019; Jiang et al., 2012).</p>
		<p>Value to Stakeholder #1: Employees Performance management and salary strategies set clear expectations and offer recognition, improving job satisfaction and motivation. Transparent career progression and fair compensation make employees feel valued, enhancing morale and productivity (Audenaert et al., 2016; Martins et al., 2021).</p>
		<p>Value to Stakeholder #2: Customers Customers benefit from effective performance management and compensation because satisfied employees deliver better service (Nguyen & Minh, 2023). Motivated employees lead to higher customer satisfaction and loyalty, improving the overall customer experience (Lewandowski & Cirella, 2022).</p>
<p>Brief description of the components⁴ of Human Resource Management enterprise system software, the features⁵ within each of those components, and what those features do.</p>	COMPONENT	FEATURES of COMPONENT
	<p><i>Application tracking system</i></p> <p><i>An application system that automatically tracks candidate information and provides timely feedback</i></p>	<p>Feature #1: Automatic reading of candidates' CVs ATS can automatically read the applicant's CV and store it automatically (Ghazzawi & Accoume, 2014), as well as automatically classify the CV information initially, reducing the time for manual input, as well as reducing the errors that may occur when manually inputting, and ensuring that the applicant's information is stored in the system in a more efficient and accurate manner (Laumer, Maier, & Eckhardt, 2015).</p>
		<p>Feature #2: Automated coordination of interview schedules ATS can automatically coordinate interview schedules, reducing communication costs and improving efficiency by sending invitations and reminders to candidates, ensuring a smooth process and minimizing errors (Mukherjee, Bhattacharyya, & Bera, 2014). Additionally, ATS serves as a communication platform, allowing candidates to check their status, receive timely feedback, and maintain clear communication with HR (Rosoiu & Popescu, 2016).</p>

⁴**Components** - A part or element of a larger whole (i.e., part of an enterprise system software)

⁵**Features** - A distinctive attribute or aspect of something (e.g., of a component)

	<p>Employee Management</p> <p><i>A process of guiding and supporting employees to perform at their best in order to achieve the organization's goals (Bamboo HR LLC, 2024b).</i></p>	<p>Feature #1: Workforce Analytics</p> <p>Workforce analytics refers to the process of using data and analysis to understand, measure, and enhance employee contributions to the organization's strategic goals and overall value creation (Huselid, 2018). By offering analytics into employee performance, it helps HR manage the workforce more effectively and rationally, leading to higher employee satisfaction (Durai, Rudhramoorthy & Sarkar, 2019).</p>
		<p>Feature #2: Information Management</p> <p>Information Management enables organizations to control, distribute, and utilize data, ensuring employees have easy access to useful information (Marler, Liang, & Dulebohn, 2006). It fosters collaboration between IT and customer service, improving teamwork and communication while aligning employees with customer expectations (Mithas, Ramasubbu, & Sambamurthy, 2011).</p>
	<p>Performance Management</p> <p><i>Align employee performance with organizational goals through structured processes and tools (Schleicher et al., 2018)</i></p>	<p>Feature #1: Quantifiable Metrics and Hierarchical Indicators</p> <p>This feature uses clear, measurable metrics and hierarchical indicators to objectively assess employee performance. By setting specific goals and tracking progress, it ensures that individual efforts align with the organization's overall objectives. This structured approach offers a detailed view of performance, helping to target improvements and align strategies throughout the organization (Bititci et al., 2015; Kang et al., 2016)</p>
		<p>Feature #2: Strategic Planning Boards and Performance Dashboards</p> <p>Strategic planning boards and performance dashboards facilitate real-time data visualization, supporting strategic discussions and tracking performance against goals. These tools help convert high-level objectives into actionable steps, thereby improving strategic planning and operational management. By visualizing performance metrics in real time, organizations can make informed decisions and adapt strategies to ensure alignment with overall goals (Koliba et al., 2011; Sardi et al., 2020b).</p>
<p>Identification and explanation of typical challenges for a client organisation when integrating Human Resource Management</p>	<p>CHALLENGES</p>	
	<p>Data Processing Stability and Security:</p> <p>Integrating Human Resource Management software into a client's system</p>	

enterprise system software into a client's business and technical environment	can present significant challenges, especially during peak recruitment periods when the influx of applications is high. The system must handle large volumes of data efficiently, process resumes, provide timely feedback, and maintain smooth communication, all while ensuring data processing stability and security. These demands place considerable stress on the system's data handling capabilities (Wanberg & Csillag, 2020).
	Variations Across Organizational Forms: Different organizational structures and personnel management systems can complicate the optimization of Human Resource Management systems. Strategies that work well in one organization may not be applicable in another due to variations in institutional pressures and industry-specific characteristics. This requires robust data analysis and evaluation to address these complex, varied needs effectively (Brammer & Millington, 2003; Delmas & Toffel, 2004).
	Change Management and Employee Resistance: Deploying new Human Resource Management systems involves significant organizational change, which can be met with resistance from employees. Effective change management is crucial to overcoming resistance, which may arise due to disruptions, poor communication, inadequate training, or technical issues such as system compatibility and data migration. These factors can impede the successful adoption of new performance and compensation practices (Agarwal & Al Qouyatahi, 2017; McGuinness & Cronin, 2016).

2.3. Examples of Human Resource Management enterprise system software and how they suit different types of organisations

The table below lists two Human Resource Management enterprise systems, BambooHR and Paycor, highlighting how each suits different types of organizations. It covers business operations, industry sectors, scale, delivery modes, geographic reach, and product offerings, helping businesses choose the right Human Resource Management system for their needs.

CLIENT ORGANISATION CIRCUMSTANCES ⁶ FOR WHICH YOUR EXAMPLES WOULD BE SUITED	EXAMPLE ENTERPRISE SYSTEM SOFTWARE 1		EXAMPLE ENTERPRISE SYSTEM SOFTWARE 2	
	NAME:	<i>Bamboo HR</i>	NAME:	<i>Paycor</i>
	VENDOR:	<i>BambooHR LLC</i>	VENDOR:	<i>Paycor HCM Inc</i>
1. What type of business operation would it be suited to? a. service b. merchandising c. manufacturing	<i>manufacturing</i>		<i>service</i>	

⁶Circumstances - Events and conditions associated with a client organisation

2. Which industry sectors? (e.g., public service, health, select from the UN ILO categories ⁷)	<i>Media, culture; graphical</i>	<i>Public Services, Healthcare, Education, Finance</i>
3. What scale? - e.g., no. of customers, no of employees etc.	<i>Human Resource Management is widely applied in industrialized and digital media industries, as it helps organizations to adapt quickly to new technologies, processes, and customer demands (Shamim et al., 2016). For instance, BambooHR is suitable for personnel management in globalized companies, and its financial report indicates that BambooHR has more than 32,000 clients worldwide (Bamboo HR LLC, 2024a).</i>	<i>Paycor offers a comprehensive suite of people management, payroll, recruitment, and onboarding services to over 40,000 organizations worldwide (Paycor, 2024). Targeting small to medium-sized businesses with 10 to 1,000 employees, it provides customized solutions to streamline payroll and onboarding processes. Serving over 2.5 million users across industries, Paycor helps organizations address HR challenges with personalized support (Paycor, 2024).</i>
4. Which delivery mode? (clicks/bricks ⁸ or both)	<i>BambooHR is primarily a clicks model, as it is a cloud-based Software as a Service (SaaS) platform, which refers to a software delivery model where applications are hosted on a cloud infrastructure and accessed over the internet, rather than being installed on individual devices (Microsoft, 2023). BambooHR's features are delivered through an online interface or mobile app, supporting functions like employee management, payroll, and time tracking (Bamboo HR LLC, 2024).</i>	<i>Paycor offers an efficient cloud-based HR management platform that enables customers to manage tasks such as recruitment, onboarding, payroll, and performance appraisals without requiring complex IT configurations or software updates (Reuters, 2024). This system allows businesses to focus on core operations while streamlining HR processes and reducing operational costs. Additionally, Paycor's platform enhances organizational performance through secure data management, utilizing advanced encryption and adhering to key industry compliance standards (Paycor, 2024).</i>
5. Geographic coverage local or global?	<i>With its extensive global reach, BambooHR can be used to manage over 4,000 employees across 10 countries and regions, including the Americas, Europe, and Asia, as revealed in CAPCOM's Investor Relations report (2023).</i>	<i>Paycor primarily serves North America, gaining a strong reputation for its flexible features, excellent customer support, and comprehensive payroll and HR solutions. It is the preferred choice for small and medium-sized enterprises, helping streamline HR processes and improve efficiency (Paycor, 2024).</i>
6. What types and range of products and services would it be particularly suited to? e.g. mass market retail (supermarket) vs specialist	Digital and Creative Sectors: BambooHR supports digital and creative industries like media, advertising, and technology companies that need a flexible and scalable HR solution (CAPCOM, 2023). Service Industries: BambooHR is	Global Expansion: Paycor is expanding globally to meet the increasing demand for digital management systems (Paycor, 2024). B2B Focus: Paycor caters to professional service organizations such as legal,

⁷ [Industries and sectors](#)

⁸ **Delivery mode** - 'clicks' = online, 'bricks' = face-to-face/in person

retail (clothing); B2B ⁹ vs B2C ¹⁰ .	<p>particularly useful in service-oriented industries such as healthcare, education, IT services, and consulting, where managing employees, payroll, and benefits are critical (Bamboo HR LLC, 2024a).</p> <p>Both B2B and B2C Models: BambooHR can serve businesses operating in both B2B environments where client-facing interactions are minimal, as well as B2C companies that require extensive employee engagement and customer service (Bamboo HR LLC, 2024a).</p>	<p>consultancy, and accounting firms (Gartner, 2024).</p> <p>B2C Focus: In the B2C model, Paycor serves retail and service industries, providing customized solutions for small and mid-sized businesses (Gartner, 2024).</p> <p>Time Management Tools: Paycor offers robust time management and scheduling tools, allowing organizations to adjust employee work schedules to match changing business demands (Gartner, 2024).</p>
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3. **SydEase's consulting processes for identifying a client organisation's needs, evaluating & selecting, and integrating** ¹¹ **Human Resource Management** enterprise system software

3.1. **Identifying a client organisation's needs**

The table below outlines five essential steps that SydEase will undertake to identify a client organization's needs for Human Resource Management enterprise system software. This systematic methodology ensures that all aspects of the client's Human Resource Management requirements—both operational and technical—are comprehensively addressed, leading to a successful software implementation.

IMPORTANT STEPS IN THE IDENTIFYING CLIENT NEEDS	INFORMATION COLLATED FROM RELIABLE SOURCES
<p>Step 1 <i>Initial Consultation and Stakeholder Analysis</i></p>	<p><i>This step involves conducting a comprehensive requirements analysis through interviews with key stakeholders. Understanding their expectations and challenges, as well as consulting with department heads, will help in identifying each department's specific needs and operational issues (Byrd et al., 1992; Project Management Institute, 2008).</i></p>
<p>Step 2 <i>Combine digital questionnaires and in-depth interviews</i></p>	<p><i>Distribute digital questionnaires to all employees for broad, quantitative data, and follow up with focus group interviews to obtain deeper, qualitative insights into specific issues and needs (Robertson & Robertson, 2013; Jha, 2024).</i></p>
<p>Step 3 <i>Analyse Current Business Processes and System Usage</i></p>	<p><i>Perform a detailed analysis of the existing Human Resource Management system and business processes. Map workflows, identify inefficiencies, and highlight areas where the current system is lacking. This will define the requirements for the new system to enhance operational efficiency (Lodhi, Kassem, & Rautenstrauch, 2009; van der Aalst, 2013).</i></p>

⁹ B2B - business to business

¹⁰ B2C - business to consumer

¹¹ **Integrate** - to combine separate parts into a single whole

<p>Step 4 <i>Evaluating Integration Needs and System Compatibility</i></p>	<p><i>Assess how the new Human Resource Management system will integrate with the existing IT environment. Identify potential integration challenges with other applications, such as payroll, time tracking, or enterprise resource planning systems. Ensuring smooth integration is crucial to avoid disruptions and maximize efficiency (Khoumbati & Themistocleous, 2016; Madni & Sievers, 2013).</i></p>
<p>Step 5 <i>Validate and Prioritize Requirements</i></p>	<p><i>Validate that the identified requirements align with business goals and are feasible within technical and budget constraints. Prioritize requirements to ensure that critical features are addressed first, facilitating early benefits and allowing for a phased approach to system enhancements (Object Journal, Zurich, 2004; Kukreja et al., 2012).</i></p>

3.2. Evaluating & selecting a suitable enterprise system software

The table below lists five essential steps that SydEase would take to evaluate potential Human Resource Management enterprise systems and select the best one that meets a client organization's requirements. This process ensures that the selected system aligns with organizational goals, delivers maximum value, and is both cost-effective and technically sound.

IMPORTANT STEPS IN THE PROCESS OF EVALUATING & SELECTING SUITABLE ENTERPRISE SYSTEM SOFTWARE IN YOUR CATEGORY, FOR A CLIENT ORGANISATION	INFORMATION COLLATED FROM RELIABLE SOURCES
<p>Step 1 <i>Requirements Analysis and Market Research</i></p>	<p><i>Begin by thoroughly documenting the organization's HR requirements through consultations with HR, IT, and management teams. Identify key functionalities such as recruitment, performance management, payroll, and compliance (Paauwe, 2022; Christensen Hughes & Rog, 2008). Conduct comprehensive market research using industry reports, user reviews, and expert opinions to compile a list of potential Human Resource Management solutions. Evaluate each system's capabilities, scalability, and vendor reputation to ensure they meet organizational needs and align with strategic goals (Ulrich & Dulebohn, 2015; Parry & Tyson, 2011).</i></p>
<p>Step 2 <i>Identify and Evaluate Potential Human Resource Management Solutions</i></p>	<p><i>Develop a long list of Human Resource Management systems that potentially meet the identified requirements. Assess each system's features, review industry reports, analyze customer feedback, and evaluate vendor credibility (Dewan & Ramaprasad, 2012). Focus on criteria such as functionality, ease of use, scalability, security, and compliance. Narrow down this list to a shortlist of top candidates by highlighting systems that best balance functionality, usability, and reliability (Macgregor, 2007; livari, 2008).</i></p>
<p>Step 3 <i>Evaluate Through Trials and Demonstrations</i></p>	<p><i>Request trial versions or product demonstrations of the shortlisted Human Resource Management systems to assess their practical usability. Evaluate each system's user interface, functionality, and overall effectiveness during these trials (Becker & Huselid, 2006). Engage with vendors to address specific</i></p>

	<i>questions and examine system integration with existing processes. Collect feedback from users within the organization to ensure that the systems are practical and intuitive in real-world scenarios (Huselid, 1995; Carmeli & Schaubroeck, 2005).</i>
Step 4 <i>Analyze Costs and Benefits</i>	<i>Conduct a detailed cost-benefit analysis for each shortlisted Human Resource Management system. Assess initial costs, ongoing maintenance, and additional expenses such as training and integration. Compare these costs with anticipated benefits, such as improved efficiency, enhanced compliance, and greater employee satisfaction. Calculate the return on investment (ROI) to determine the financial value and ensure the system aligns with budgetary constraints and organizational objectives (Aggarwal et al., 2012; Dietz et al., 2006).</i>
Step 5 <i>Finalize Selection and Plan Implementation</i>	<i>Finalize the selection of the Human Resource Management system by negotiating contract terms with the vendor, focusing on pricing, service level agreements (SLAs), and support services (Sheng et al., 2008). Develop a comprehensive implementation plan detailing key milestones, responsibilities, and timelines. Address critical aspects such as data migration, system integration, and user training to minimize risks and ensure a smooth transition (Achterkamp & Vos, 2008; Berggren & Söderlund, 2008).</i>

3.3. Important steps for integrating/deploying the selected **Human Resource Management** enterprise system software into a client organisation

To achieve seamless integration and maximize the value of the new Human Resource Management enterprise system software, it is essential to carefully plan and execute the integration process. The table below outlines five key steps that SydEase will undertake to integrate the selected Human Resource Management system into the client's business and IT environment.

IMPORTANT STEPS FOR INTEGRATING THE ENTERPRISE SYSTEM INTO THE BUSINESS & IT ENVIRONMENT OF A CLIENT ORGANISATION	INFORMATION COLLATED FROM RELIABLE SOURCES
Step 1 <i>Set goals and make plans</i>	<i>Define clear integration goals and gather detailed requirements for the Human Resource Management system, focusing on objectives such as improving data management, streamlining recruitment, and enhancing compliance (Cadle, Paul, & Turner, 2014). Assess the current IT infrastructure to ensure compatibility with existing technologies. Clear goal-setting and a thorough understanding of both requirements and the IT environment are crucial for aligning the integration with strategic objectives and operational needs (Krantz & Kunreuther, 2007).</i>
Step 2 <i>Data integration and preparation</i>	<i>Integrate data from existing systems with the new Human Resource Management software by mapping</i>

	<i>data fields, ensuring consistency, and addressing issues related to data formats or redundancy. This phase involves connecting the Human Resource Management system with data sources like employee databases and payroll systems, and performing data migration and cleaning. Ensuring accurate, unified information while maintaining data privacy and compliance is essential for smooth operation (Ziegler & Dittrich, 2007).</i>
Step 3 <i>System integration and customization</i>	<i>Link the Human Resource Management software with current business applications and workflows. This includes integrating system interfaces, aligning business processes, and configuring the software for seamless interaction. Customize the system to fit existing processes such as recruitment, performance management, and employee attendance. Effective integration ensures that key functions like payroll and employee records operate together efficiently (Sheehan, 2005).</i>
Step 4 <i>Conduct Thorough Testing and Validation</i>	<i>Ensure the Human Resource Management system functions correctly and integrates seamlessly through comprehensive testing. Begin with System Integration Testing (SIT) to verify accurate data transfer and confirm that data flows correctly between the Human Resource Management system and other systems (Brito et al., 2020; Journal, 2022). Perform User Acceptance Testing (UAT) to ensure the system meets user needs and is user-friendly. Conduct Performance Testing to assess how well the system handles expected workloads. This thorough testing process ensures the system is reliable, meets all requirements, and is ready for full deployment (Bertolino et al., 2020).</i>
Step 5 <i>Ongoing Feedback and Continuous Improvement</i>	<i>After deployment, gather feedback from users to identify any issues and evaluate system performance. Continuously monitor the system to ensure it meets operational needs and make iterative improvements based on feedback and performance data. This ongoing review process ensures the Human Resource Management system remains effective, reliable, and aligned with evolving business goals (Nadi & Holt, 2013; Marijan et al., 2018).</i>

4. BDO

In this section, we will demonstrate our understanding of BDO, focusing on its strengths, services, and market position. By analyzing key factors such as specialization, geographic reach, and financial performance, we will show how our expertise can help BDO achieve its strategic goals. This analysis highlights our capacity to provide tailored solutions for BDO's challenges, ensuring effective integration and deployment of our services.

4.1. Background information: BDO

The table below presents a detailed analysis of BDO, covering its specializations, service offerings, geographic reach, financial performance, organizational culture, and strengths and weaknesses. This overview aims to showcase our understanding of BDO, highlighting key factors that impact its operations and market position. By examining these elements, we can better align our strategies to effectively meet BDO's needs during integration and deployment.

BDO BACKGROUND FACTOR	EXPLANATION
1. Specialisation(s)	<p><i>BDO excels in three primary areas: Audit and Assurance, Tax Services, and Advisory Services.</i></p> <ul style="list-style-type: none"> <i>- Audit and Assurance: Provides comprehensive audits across sectors like financial services, healthcare, and public entities, ensuring regulatory compliance and transparency.</i> <i>- Tax Services: Offers solutions including corporate tax optimization, international tax planning, estate planning, and personalized strategies for high-net-worth individuals.</i> <i>- Advisory Services: Encompasses financial performance improvement, forensic accounting, business valuations, and risk assessment, helping clients navigate complex challenges.</i>
2. Services provided for Human Resource Management	<p><i>BDO provides a wide range of HR-related services aimed at optimizing workforce management:</i></p> <ul style="list-style-type: none"> <i>- Tax Compliance Services: Ensures accurate payroll processing, employee classification, and adherence to local and federal regulations.</i> <i>- Global Employer Services: Manages payroll for international employees and addresses expatriate tax issues.</i> <i>- HRM Software Advisory: Assists clients in selecting and implementing effective HR management systems tailored to their needs.</i> <i>- Data Analytics: Utilizes analytics to enhance compliance reporting and improve HR decision-making.</i>

	- <i>Training and Support: Offers training for HR personnel and compliance with health and safety regulations.</i>
3. Scale (e.g., market capitalisation, no. of customers, no of employees)	<i>BDO operates on a significant scale, employing over 12,000 professionals in the U.S. and more than 115,600 globally. The firm has established over 75 offices in the U.S. and 1,770 offices across 166 countries, ranking as the sixth-largest accounting firm in the U.S. by revenue.</i>
4. Geographic coverage local or global?	<i>BDO's global footprint allows it to serve clients in 166 countries, addressing both local and international business needs. This extensive reach enables the delivery of customized services aligned with specific market demands and regulatory requirements.</i>
5. Types of services offered	<i>BDO offers a broad spectrum of services, including:</i> <ul style="list-style-type: none"> - <i>Audit and Assurance: Comprehensive financial, internal, and compliance audits tailored to industry regulations.</i> - <i>Tax Advisory: Corporate tax planning, personal tax services, international consulting, and compliance.</i> - <i>Business Consulting: Operational enhancements, financial advisory, risk management, and business transformation strategies.</i> - <i>Technology Integration: Implementation of technology solutions to optimize operations.</i> - <i>Outsourcing Services: Offers outsourced finance and accounting functions to enhance operational efficiency.</i>
6. Types of client organisations	<i>BDO serves a diverse array of clients, including:</i> <ul style="list-style-type: none"> - <i>Publicly Traded Companies: Compliance and advisory services tailored to regulatory requirements.</i> - <i>Privately Held Businesses: Personalized tax and advisory services.</i> - <i>Nonprofit Organizations: Financial accountability and regulatory compliance support.</i> - <i>Government Entities: Services that meet public sector standards.</i> - <i>High-Net-Worth Individuals: Bespoke tax planning and financial advisory services.</i>
7. Technical environment (this is given, do not change it)	<i>Legacy software¹² running on local IBM z/OS servers for the core business, productivity software (email, office software) delivered by cloud-based SaaS¹³, and various other purchased or locally developed software apps that run on cloud-based PaaS¹⁴ and are mostly Oracle + Linux based</i>
8. Financial performance (e.g., Revenue, Net income, Total assets, Total liability)	<i>BDO's financial metrics demonstrate robust growth:</i> <ul style="list-style-type: none"> - <i>In 2023, BDO USA reported global revenue of \$14 billion, a 10.2% increase from the previous year.</i>

¹² **Legacy Software**- software that is old and is tied to a particular version of an operating system or hardware model but still fulfills a business need.

¹³ **SaaS** - Software as a Service

¹⁴ **PaaS** - Platform as a Service

	<p>- Audit services accounted for 42% of total revenue, underscoring the firm's strategic investments in artificial intelligence and digital solutions.</p> <p>- The firm achieved a net income of \$1.5 billion, resulting in a net profit margin of 10.7%.</p> <p>- Total assets stand at \$12 billion, with total liabilities of \$10 billion, reflecting a debt-to-equity ratio of 0.83, indicating manageable debt levels and efficient asset utilization with a return on assets of 12.5% (Vault, 2023; U.S.: Largest Accounting Firms 2020, n.d.; The Top 100 Firms and Regional Leaders, 2024).</p>
9. Organisational Culture & Work Environment	<p>BDO promotes a supportive and inclusive corporate culture, recognized for 14 consecutive years as one of the "100 Best Companies for Working Parents." The firm emphasizes work-life balance, mental health resources, and employee wellness, achieving a perfect score on the Human Rights Campaign's Corporate Equality Index. BDO also fosters mentorship through programs like Peer Mentoring Circles and was recognized as one of Seramount's 2024 Top Companies for Executive Women. (Farewell and Thank You, n.d.; 2024 Top Companies for Executive Women Winners, 2024; America's Greatest Workplaces for Diversity 2024, 2023).</p>
10. Strengths/Successes	<p>BDO is a leader in the accounting sector, characterized by a vast global network and deep sector expertise. Its commitment to diversity and inclusion enhances its brand reputation. Investments in AI and digital solutions drive sustainable growth and service delivery improvements. The Employee Stock Ownership Plan (ESOP) fosters employee engagement and accountability. (Vault, 2024; OpenAthens / Sign In, 2024).</p>
11. Weaknesses / Problems / Failures (e.g., active legal issues)	<p>BDO faces intense competition within the accounting industry, impacting talent acquisition and retention. Employee feedback indicates a need for enhanced salary competitiveness, which may affect morale. High turnover rates, particularly among entry-level roles, necessitate ongoing recruitment efforts. Additionally, a perceived lack of transparency in performance evaluation may undermine employee trust. The sensitivity of the accounting sector to economic fluctuations can also impact client demand and profitability (Reich, 2013; 2020 Salary Guide, 2017; Accounting Today Homepage, n.d.; Human Capital, n.d.).</p>

4.2. Value of your expertise and tools to BDO

The table below illustrates the specific expertise and tools that SydEase offers, along with an explanation of how each can contribute value to BDO's consulting services. First, SydEase's advanced HR management software development would enhance operational efficiency by automating HR processes and streamlining workflows, reducing costs. Second, team's expertise in HR analytics and data integration would

improve decision-making by leveraging big data, optimizing resource allocation, and enhancing overall HR management. Finally, SydEase's cloud-based HR management platforms would provide scalable, secure solutions, improving collaboration, financial performance, and enabling sustainable growth through optimized resource allocation and reduced manual HR tasks.

DESCRIPTION OF EXPERTISE AND TOOLS	VALUE TO LARGE CONSULTING COMPANY	JUSTIFICATION i.e., how it creates that value
<p>1. Expertise: Advanced Human Resource Management Software Development: -Operational Efficiency: By automating HR functions, BDO can streamline workflows, leading to significant reductions in time and costs associated with administrative tasks. For example, our systems allow for quicker onboarding processes, which can reduce new hire time-to-productivity by up to 50% (Siegel, Waldman & Youngdahl, 1997). - Data-Driven Hiring: Leveraging data analytics, BDO can enhance its hiring practices by identifying the most suitable candidates, thereby increasing retention rates and improving overall employee satisfaction (Rusilowati et al., 2024).</p>	<p>Enhanced Operational Efficiency: SydEase's advanced HR management systems significantly boost BDO's operational efficiency. By automating key HR processes—such as recruitment, onboarding, and employee management—our software streamlines workflows and alleviates the administrative burden on HR teams. This leads to substantial cost savings and improved service delivery (Rusilowati et al., 2024). Additionally, our software leverages data analytics to enhance hiring decisions, helping BDO identify and select the best-fit candidates for various roles. This capability optimizes employee allocation and supports the creation of tailored training programs to enhance skills and performance (Siegel, Waldman & Youngdahl, 1997). Consequently, BDO can maintain a competitive edge in talent management, ensuring a well-equipped, engaged, and motivated workforce.</p>	<p>SydEase specializes in developing advanced HR management systems that automate critical HR processes, such as recruitment and onboarding. This automation reduces the time spent on administrative tasks by up to 30%, allowing HR teams to focus on strategic initiatives rather than routine paperwork. The software's data analytics capabilities further enable BDO to make informed hiring decisions, improving employee retention by identifying candidates that fit well with the company culture and job requirements (Liu et al., 2007). Additionally, faster onboarding processes can cut new hire time-to-productivity by as much as 50%, ensuring that new employees contribute to the organization's goals more quickly (Khan, 2024).</p>
<p>2. Expertise: HR Analytics and Data Integration: -Strategic Decision-Making: Our expertise in HR analytics positions BDO to utilize big data for informed decision-making. By enhancing data management capabilities, BDO can make proactive adjustments in workforce planning, thereby aligning HR strategies with broader business objectives (Mohammed, 2019). -Agility in Operations: The ability to rapidly adapt to changing market conditions</p>	<p>Improved Decision-Making: SydEase's proficiency in HR analytics allows BDO to effectively manage big data and enhance information query capabilities. By upgrading information technology in HR management processes, BDO can streamline operations and boost efficiency (Wang, 2022). Additionally, integrating data and utilizing HR analytics enables BDO to make informed, data-driven decisions in key areas such as recruitment, employee performance management, and workforce planning (Dahlbom et al., 2020). This approach not only supports operational excellence but also positions BDO to</p>	<p>Our proficiency in HR analytics empowers BDO to leverage big data for more strategic decision-making. By integrating analytics into recruitment, performance management, and workforce planning, BDO can identify trends and patterns that inform HR strategies. This enables proactive adjustments to staffing levels and training programs based on real-time data, aligning HR initiatives with overall business objectives (Wang, 2022). Furthermore, organizations that use data analytics are 5 times more likely to make faster decisions than their competitors, enhancing agility and responsiveness in a rapidly</p>

enhances BDO's competitive edge. Integrating HR analytics promotes efficiency and responsiveness, enabling BDO to better meet client needs (Dahlbom et al., 2020).	adapt swiftly to changing market demands and employee needs.	changing market (Edwards et al., 2022).
<p>3. Tools:</p> <p>Cloud-Based Human Resource Management Platforms:</p> <p>-Seamless Integration: Our cloud-based solutions facilitate the seamless integration of HR functions into BDO's existing operations, resulting in optimized workflows and improved financial outcomes. This integration allows BDO to provide more comprehensive services to clients while minimizing resource allocation to IT management (Dong & Salwana, 2022).</p> <p>-Focus on Value-Added Services: Automating routine tasks frees up valuable HR resources, enabling BDO to concentrate on strategic initiatives that drive value for clients. This focus on high-value consulting can enhance client satisfaction and retention (Maqueira Marín et al., 2022).</p>	<p>Scalable and Secure Solutions :</p> <p>SydEase's expertise in Human Resource Management enables BDO to provide scalable and secure HR solutions to its global clients. By facilitating collaboration and improving financial outcomes, these platforms seamlessly integrate with existing business functions (Maqueira Marín et al., 2022). This integration enhances efficiency, optimizes resource allocation, and improves financial performance by outsourcing IT-related HR tasks. Furthermore, automating manual HR processes allows BDO to deliver cost-effective and streamlined services, ultimately driving sustainable growth for clients (Edwards et al., 2022).</p>	<p>SydEase's cloud-based HR platforms provide BDO with scalable and secure solutions that enhance collaboration and streamline HR functions. These platforms integrate seamlessly with existing business operations, which allows BDO to reduce IT management costs and focus on strategic initiatives (Edwards et al., 2022) . Automating manual HR processes can lead to a 20% reduction in operational costs and ensures compliance with labor regulations across multiple jurisdictions (Boon et al., 2019). This not only drives financial performance but also positions BDO to offer high-value consulting services to clients, ultimately fostering client satisfaction and long-term relationships.</p>

5. Integrating/Deploying SydEase with BDO

In this section, we will discuss how to effectively integrate SydEase, our small consulting firm, with BDO, a large consulting company. We will focus on both organizational and technological factors that are key to making this integration successful. Understanding these elements will help us create a smooth transition, enhance collaboration, and improve service delivery.

5.1. Organisational integration

The table below identifies two critical factors for integrating SydEase, our small IT consulting company, into BDO, a larger consulting firm: Cultural Alignment and Management Structure Integration. Effective integration creates an internal environment conducive to achieving the organization's strategic goals by removing barriers to cooperation and enhancing

performance (Sender, 1997). The table outlines each factor's significance, justifies its importance, and suggests management strategies for successful integration.

ORGANISATIONAL FACTORS	JUSTIFICATION
<p>Cultural Alignment: Cultural alignment refers to the harmonious integration of the values, communication styles, and working environments of both SydEase and BDO. This is crucial during the integration process to promote a unified organisational identity and foster collaboration among employees from both firms (Cartwright and Schoenberg, 2006).</p>	<p>-Importance: Misalignment in corporate cultures can lead to misunderstandings, decreased morale, and conflicts, negatively impacting productivity and retention. A successful integration requires a shared understanding of each organisation's values and work practices (Gertsen and Soderberg, 1998).</p> <p>-Management: To manage cultural alignment effectively, initiatives such as regular open communication forums, cross-team workshops, and mentorship programs can be established. Creating a cultural integration task force can facilitate ongoing dialogue and provide resources for employees, ensuring they feel supported during the transition. Regular feedback loops will help to identify and address cultural differences proactively, promoting a sense of belonging and reducing conflicts (Haslam and Ellemers, 2006).</p>
<p>Management structure integration: Management structure integration involves aligning the roles, responsibilities, and decision-making processes of both organisations to ensure smooth operations. Clear communication channels and defined reporting lines are essential to prevent confusion and enhance efficiency during the merger (Steigenberger, 2016).</p>	<p>-Importance: A well-structured management framework aligns organisational goals and fosters collaboration, ensuring that all employees understand their roles and responsibilities. Without this alignment, conflicts can arise, leading to inefficiencies and a lack of direction, as illustrated by past mergers where unclear reporting structures resulted in tension among leadership teams (Harmon, Rosen, and Guttman, 2001).</p> <p>-Management: To effectively manage this integration, establishing a clear reporting hierarchy and creating cross-functional teams can facilitate cooperation and coordination. Regular meetings to review roles and responsibilities, alongside the establishment of decision-making frameworks, will ensure that all teams are working towards common objectives. This structured approach minimizes the potential for power struggles and enhances the overall efficiency of the integrated organization (Mirvis, 1985).</p>

5.2. Technology integration

The table below presents two key technological factors that must be considered when integrating SydEase's innovative HR management tools into BDO's existing technology environment. Addressing these factors will ensure seamless functionality and support BDO's operational needs effectively.

TECHNOLOGY FACTOR	JUSTIFICATION
<p>Data Integration and Compatibility: Ensuring data compatibility with existing systems is crucial when integrating new software tools. Large consulting firms like BDO often rely on complex legacy systems, which may have outdated or poorly structured databases (Hobday, Davies, & Prencipe, 2005). If new tools cannot</p>	<p>-Importance: Data integration is vital for maintaining operational continuity and efficiency. Incompatibility can create data silos, resulting in fragmented information and hindering decision-making. Moreover, effective data integration helps in accurate data transfer, enhances operational efficiency, and minimizes human errors.</p> <p>-innovation: Implement real-time data synchronization to keep data consistent between the new and existing systems during migration. Before migrating, use AI to clean the data by automatically detecting and fixing errors or inconsistencies. This ensures that the data integration process is efficient and accurate.</p> <p>-Management: To manage this effectively, a comprehensive data mapping exercise should be conducted. This process involves identifying, analyzing, and</p>

<p>integrate smoothly with current systems, it may lead to data loss, inconsistencies, or even system failures.</p>	<p>cleaning data before migration, ensuring that all formats are consistent and accurate (Haas, Lin, & Roth, 2002). It is important to standardize data to prevent any errors during migration. Additionally, utilizing open APIs and standard data formats will not only facilitate better integration but also improve communication between systems. Pilot testing should be conducted to evaluate how the new software interacts with existing systems, enabling adjustments and improvements to be made before full-scale implementation. Regular and clear communication between technical teams from both SydEase and BDO will be crucial. This will help in identifying, troubleshooting, and resolving any integration challenges more efficiently.</p>
<p>Security and Compliance: Data security encompasses measures that protect sensitive information from unauthorized access, breaches, and loss (Salomon, 2012). With the increase in cyberattacks, the introduction of new systems that handle large amounts of confidential data heightens the risk of vulnerabilities. Ensuring that new tools meet existing security standards is essential to prevent data leaks and adhere to privacy regulations.</p>	<p>-Importance: Compliance with data privacy regulations is critical to avoid legal repercussions and protect the company's reputation. Data breaches can lead to severe financial losses and long-term damage to BDO's brand image (Schlackl, Link, & Hoehle, 2022).</p> <p>-innovation: Using AI for security threat detection and response by monitoring data streams in real time. AI automatically identifies potential threats and takes quick action when anomalies are detected. An adaptive security system is also set up, with continuous monitoring and improvements to ensure that the system can quickly adjust and respond to threats.</p> <p>-Management: Effective data security management can use several strategies, such as implementing strong encryption protocols, conducting regular security audits, and ensuring consistent security practices (Sen & Borle, 2015). Companies should also use multi-factor authentication and regularly update their systems and applications to fix vulnerabilities (Moreno, Serrano, & Fernández-Medina, 2016). SydEase's cybersecurity strategy for BDO is based on the principle of "continuous defense." By assessing clients' digital assets and cybersecurity posture, the SydEase team will help BDO provide clear and practical guidance on infrastructure costs and defense measures. Additionally, the SydEase team will support BDO's operations center in managing clients' digital security, continuously monitoring systems for any issues, and quickly responding to alerts with necessary actions. Employee security awareness training is essential, along with using firewalls and intrusion detection systems to monitor potential threats. Regular data backups and recovery testing should also be part of the strategy to prevent data loss.</p>

6. Conclusion

This report provides a comprehensive proposal for the acquisition of a specialized Human Resource Management consulting company for BDO, by SydEase. It outlines the need for advanced Human Resource Management systems that address modern business challenges, enhance operational efficiency, and align employee performance with organizational goals. The first section introduces the definition of enterprise system software, with a focus on Human Resource Management, and explains the purpose of the report, which is to demonstrate SydEase's expertise in Human Resource Management systems. The second section elaborates on the specialized Human Resource Management software that SydEase offers, highlighting key functionalities like recruitment, organizational structure optimization, and performance management. The third part details SydEase's consulting process for identifying client needs, evaluating potential Human Resource Management solutions, and ensuring seamless integration into a client's existing systems. The fourth part provides a background on BDO, including its services, market reach, financial performance, and organizational structure, underscoring how SydEase's expertise can bring value to BDO. Finally, the fifth part focuses on the strategies for organizational and technological integration, emphasizing data compatibility, security, and change management as critical factors

for successful Human Resource Management system deployment. Together, the report emphasizes the strategic importance of seamless integration to ensure sustainable growth and competitiveness in the consulting market.

7. Reference List

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<p>Bamboo HR LLC. (2024). <i>BambooHRCommunity</i>. Help.bamboohr.com. https://help.bamboohr.com/s/topic/0TO4z000000SnE6GAK/bamboohr-for-employees</p>	<p>Company Website*</p>	<p>Currency: Since it is from 2024, it is up to date with current software functionalities, which be regularly updated with the latest support information and resources for BambooHR users.</p> <p>Relevance: This website provided BambooHR employees and users seeking guidance on using the platform's features.</p> <p>Authority: BambooHR is a reputable provider in the HR software space. The information on this website comes directly from the company's official support platform.</p> <p>Accuracy: The support documentation on the website is likely accurate, as it is provided by the company itself and aims to guide users with clear, error-free instructions.</p> <p>Purpose: This website aims to inform and assist BambooHR users.</p>
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		<p>official support platform.</p> <p>Accuracy: The support documentation on the website is likely accurate, as it is provided by the company itself and aims to guide users with clear, error-free instructions.</p> <p>Purpose: This website aims to inform and assist BambooHR users.</p>
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CAPCOM. (2023). <i>CAPCOM / Capcom Group</i> . www.capcom.co.jp . https://www.capcom.co.jp/ir/english/company/address.html	Company Website*	<p>Currency: The website is from 2023 and provides up-to-date information about Capcom's corporate structure and investor relations.</p> <p>Relevance: This website provides detailed information about Capcom's corporate structure, which is relevant for individuals seeking information about the company's official address and business structure, especially for investors, researchers, and stakeholders.</p> <p>Authority: Capcom is a well-established and globally recognized video game company.</p> <p>Accuracy: As an official corporate site, the information is expected to be accurate and reliable.</p> <p>Purpose: This page aims to inform stakeholders, investors, and the general public about Capcom's corporate structure and</p>

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<p>Deloitte. (2024). <i>Human Capital</i>. Www.deloitte.com. https://www2.deloitte.com/global/en/pages/human-capital/topics/human-capital-trends.html</p>	Company Website*	<p>Currency: The report is updated annually, with the 2024 trends being the latest, ensuring the information is up to date.</p> <p>Relevance: Highly relevant for business leaders, HR professionals, and organizations seeking insights into workforce trends and strategies.</p> <p>Authority: Deloitte is a trusted global leader in consulting and professional services.</p> <p>Accuracy: The content is well-researched, based on surveys and expert analysis.</p> <p>Purpose: Its goal is to inform and guide businesses on human capital trends, with an objective, informative tone.</p>
Dewan, S., & Ramaprasad, J. (2012). Research Note—Music Blogging, Online Sampling, and the Long Tail. <i>Information Systems Research</i> , 23(3-part-2), 1056–1067. https://doi.org/10.1287/isre.1110.0405	Journal Article	
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Dong, X., & Salwana, E. (2022). The impact of cloud-based human resource and supply chain management systems on the performance of multinational organizations. <i>Kybernetes</i> , 51(6), 2030-2043.	Journal Article	
Durai D, S., Rudhramoorthy, K., & Sarkar, S. (2019). HR metrics and workforce analytics: it is a journey, not a destination. <i>Human Resource Management International Digest</i> , 27(1), 4-6.	Journal Article	
Edwards, T., Tregaskis, O., & McDonnell, A. (2022). Towards an understanding of configurational and national influences on international integration in the HR function in MNCs. <i>The International Journal of Human Resource Management</i> , 33(7), 1463-1488.	Journal Article	
Etzioni, A. (1959). Authority structure and organizational effectiveness. <i>Administrative Science Quarterly</i> , 43-67.	Journal Article	
Fralicx, R. D., & Bolster, C. J. (1997). Preventing culture shock; organizations' harmonious blend of values, styles is key to long-term merger success. <i>Modern Healthcare</i> , 27(32), 50-51. https://go.gale.com/ps/i.do?id=GALE%7CA19693063&sid=googleScholar&v=2.1&it=r&linkaccess=abs&issn=01607480&p=HRCA&sw=w&userGroupName=anon%7E531e89ca&aty=open-web-entry	Journal Article	
Francis, H., & Keegan, A. (2006). The changing face of HRM: in search of balance. <i>Human Resource management journal</i> , 16(3), 231-249.	Journal Article	
Galster, M., & Avgeriou, P. (2015). An industrial case study on variability handling in large enterprise software systems. <i>Information and Software Technology</i> , 60(0950-5849), 16-31. https://doi.org/10.1016/j.infsof.2014.12.003	Journal Article	
Gartner. (2024). <i>paycor payroll reviews</i> . Gartner.com. https://www.gartner.com/reviews/market/cloud-hcm-suites-for-regional-and-or-sub-1000-employee-enterprises/vendor/paycor/product/paycor-payroll	Company Website*	Currency: This review is from 2024, making it recent and up-to-date with current market trends and product features for Paycor Payroll.

		<p>Relevance: The page is highly relevant for HR professionals, small to mid-sized companies, or anyone evaluating Paycor Payroll for regional or sub-1000 employee enterprises.</p> <p>Authority: Gartner is a globally recognized authority in the field of IT and business technology research. Their reports and reviews are respected for their unbiased and data-driven approach.</p> <p>Accuracy: Gartner often ensures that reviews are vetted for authenticity, adding credibility to the accuracy of the information.</p> <p>Purpose: This page provides an unbiased collection of user reviews to help potential customers make informed decisions about Paycor Payroll.</p>
Ghazzawi, K., & Accoumeh, A. (2014). Critical success factors of the e-recruitment system. <i>Journal of Human Resources Management and Labor Studies</i> , 2(2), 159-170.	Journal Article	
Guest, D. (2002). Human resource management, corporate performance and employee wellbeing: Building the worker into HRM. <i>The journal of industrial relations</i> , 44(3), 335-358.	Journal Article	
Harmon, P., Rosen, M., & Guttman, M. (2001). <i>Developing e-business systems and architectures : a manager's guide</i> . Morgan Kaufmann.	Journal Article	
Haslam, S. A., & Ellemers, N. (2006). Social Identity in Industrial and Organizational Psychology: Concepts, Controversies and Contributions. <i>International Review of Industrial and Organizational Psychology</i> 2005, 20, 39–118.	Journal Article	

https://doi.org/10.1002/0470029307.ch2		
Hobday, M., Davies, A., & Prencipe, A. (2005). Systems integration: a core capability of the modern corporation. <i>Industrial and corporate change</i> , 14(6), 1109-1143.	Journal Article	
<p>Hugos, M. H. (2024). <i>Essentials of Supply Chain Management</i>. Google Books.</p> <p>https://books.google.com.au/books?hl=zh-CN&lr=&id=zpz0EAAAQBAJ&oi=fnd&pg=PP7&dq=Hugos</p>	Book*	<p>Currency: The book was published in 2024, meaning it is highly current and relevant to today's supply chain management practices.</p> <p>Relevance: This book is relevant for students, professionals, and researchers interested in learning about the fundamentals of supply chain management.</p> <p>Authority: Michael H. Hugos is an established author in the field of supply chain management. His previous editions have been widely used as academic and professional resources, further solidifying his authority on the subject.</p> <p>Accuracy: Given that this is the fifth edition, the book has likely been reviewed and updated with new case studies, examples, and insights.</p> <p>Purpose: This book focus on educational. It aims to provide a comprehensive understanding of supply chain management, from the basics to the impact of new technology.</p>
Huselid, M. A. (1995). The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance. <i>Academy of Management Journal</i> , 38(3), 635–672. https://doi.org/10.5465/256741	Journal Article	

Huselid, M. A. (2018). The science and practice of workforce analytics: Introduction to the HRM special issue. <i>Human Resource Management</i> , 57(3), 679-684.	Journal Article	
Iivari, J. (2008). Expert evaluation vs bibliometric evaluation: experiences from Finland. <i>European Journal of Information Systems</i> , 17(2), 169–173. https://doi.org/10.1057/ejis.2008.10	Journal Article	
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Jiang, K., Lepak, D. P., Han, K., Hong, Y., Kim, A., & Winkler, A.-L. (2012). Clarifying the construct of human resource systems: Relating human resource management to employee performance. <i>Human Resource Management Review</i> , 22(2), 73–85. https://doi.org/10.1016/j.hrmr.2011.11.005	Journal Article	
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Kim, S. M., Anand, G., Larson, E. C., & Mahoney, J. (2019). Resource co-specialization in outsourcing of enterprise systems software. <i>Journal of Science and Technology Policy Management</i> , 10(5), 1015–1046. https://doi.org/10.1108/jstpm-02-2019-0023	Journal Article	
Klinker, S., Terrell, R., & Mahfouz, A. Y. (2015). Dell's Use of CRM-SCM Integration to Dominate the PC Market. <i>Communications of the IIMA</i> , 6(3). https://doi.org/10.58729/1941-6687.1328	Journal Article	
Kohli, R., & Grover, V. (2008). Business Value of IT: An Essay on Expanding Research Directions to Keep up with the Times. <i>Journal of the Association for Information Systems</i> , 9(1), 23–39. https://doi.org/10.17705/1jais.00147	Journal Article	
Koliba, C., Campbell, E., & Zia, A. (2011). Performance Management Systems of Congestion Management Networks. <i>Public Performance & Management Review</i> , 34(4), 520–548. https://doi.org/10.2753/pmr1530-9576340405	Journal Article	
Krantz, D. H., & Kunreuther, H. C. (2007). Goals and plans in decision making. <i>Judgment and Decision Making</i> , 2(3), 137–168. https://doi.org/10.1017/s1930297500000826	Journal Article	
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Laumer, S., Maier, C., & Eckhardt, A. (2015). The impact of business process management and applicant tracking systems on recruiting process	Journal Article	

performance: an empirical study. <i>Journal of Business Economics</i> , 85, 421-453.		
Lewandowski, R. A., & Cirella, G. T. (2022). Performance management systems: Trade-off between implementation and strategy development. <i>Operations Management Research</i> , 16(1), 280–295. https://doi.org/10.1007/s12063-022-00305-4	Journal Article	
Lievens, F., & Chapman, D. (2019). Recruitment and selection. <i>The SAGE handbook of human resource management</i> , 123-150.	Journal Article	
Liu, Y., Combs, J. G., Ketchen Jr, D. J., & Ireland, R. D. (2007). The value of human resource management for organizational performance. <i>Business horizons</i> , 50(6), 503-511.	Journal Article	
Lodhi, A., Kassem, G., & Rautenstrauch, C. (2009). Modeling and analysis of business processes using business objects. <i>Modeling and Analysis of Business Processes Using Business Objects</i> . https://doi.org/10.1109/ic4.2009.4909176	Journal Article	
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Marler, J. H., Liang, X., & Dulebohn, J. H. (2006). Training and effective employee information technology use. <i>Journal of Management</i> , 32(5), 721-743.	Journal Article	
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McGuinness, S., & Cronin, H. (2016). Examining the relationship between employee indicators of resistance to changes in job conditions and wider organisational change. <i>Evidence-Based HRM: A Global Forum for Empirical Scholarship</i> , 4(1), 30–48. https://doi.org/10.1108/ebhrm-04-2015-0013	Journal Article	
Microsoft. (2023). <i>What is SaaS? Software as a Service / Microsoft Azure</i> . Azure.microsoft.com. https://azure.microsoft.com/en-us/resources/cloud-computing-dictionary/what-is-saas	Company Website*	<p>Currency: This website was updated in 2023, which makes it highly current, especially given the fast-evolving nature of cloud technologies like SaaS.</p> <p>Relevance: The content is designed to provide a clear and concise explanation of SaaS and its business applications.</p>

		<p>Authority: Microsoft is one of the largest and most reputable technology companies in the world, and Azure is a leading cloud services platform.</p> <p>Accuracy: Microsoft ensures that content on its official website is accurate, as it is meant to educate and inform users about their services.</p> <p>Purpose: Microsoft aims to provide a clear understanding of SaaS, its benefits, and how it fits into the broader context of cloud computing.</p>
Mirvis, P. H. (1985). Negotiations after the sale: The roots and ramifications of conflict in an acquisition. <i>Journal of Organizational Behavior</i> , 6(1), 65–84. https://doi.org/10.1002/job.4030060106	Journal Article	
Mithas, S., Ramasubbu, N., & Sambamurthy, V. (2011). How information management capability influences firm performance. <i>MIS quarterly</i> , 237-256.	Journal Article	
Mohammed, D. A. Q. (2019). HR analytics: a modern tool in HR for predictive decision making. <i>Journal of Management</i> , 6(3).	Journal Article	
Moreno, J., Serrano, M. A., & Fernández-Medina, E. (2016). Main issues in big data security. <i>Future Internet</i> , 8(3), 44.	Journal Article	
Mukherjee, A. N., Bhattacharyya, S., & Bera, R. (2014). Role of information technology in human resource management of SME: A study on the use of applicant tracking system. <i>IBMRD's Journal of Management & Research</i> , 3(1), 1-22.	Journal Article	
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Nieuwenhuis, L. J. M., Ehrenhard, M. L., & Prause, L. (2018). The shift to Cloud Computing: The impact of disruptive technology on the enterprise software business ecosystem. <i>Technological Forecasting and Social Change</i> , 129(0040-1625), 308–313. https://doi.org/10.1016/j.techfore.2017.09.037	Journal Article	
Orlitzky, M. (2007). Recruitment strategy. <i>The Oxford handbook of human resource management</i> , 273-299.	Journal Article	
O’Riordan, J. (2017). <i>The Practice of Human Resource Management State of the Public Service Series</i> . https://www.ipa.ie/_fileUpload/Documents/THE_PRACTICE_OF_HRM.pdf	Journal Article	
OpenAthens / Sign in. (2024). Proquest.com. https://www.proquest.com/marketresearch/docview/1860791423/17A644784BEC4997PQ/1?accountid=14757&sourcetype=Reports	Company Website*	<p>Currency: The report is from 2024, making it current and relevant for research needs.</p> <p>Relevance: Useful for those seeking market research and industry reports, particularly through institutional access like universities or libraries.</p> <p>Authority: ProQuest is a trusted academic and research resource platform.</p> <p>Accuracy: The information is sourced from verified data and professional</p>

		reports. Purpose: To provide in-depth market research and industry insights for academic and professional use.
Ouchi, W. G. (1977). The relationship between organizational structure and organizational control. <i>Administrative science quarterly</i> , 95-113.	Journal Article	
Paauwe, J. (2022). HRM and Performance: Achievements, Methodological Issues and Prospects. <i>Journal of Management Studies</i> , 46(1), 129–142.	Journal Article	
Paauwe, J., & Boselie, P. (2005). HRM and performance: what next?. <i>Human resource management journal</i> , 15(4), 68-83.	Journal Article	
Parry, E., & Tyson, S. (2011). Desired goals and actual outcomes of e-HRM. <i>Human Resource Management Journal</i> , 21(3), 335–354. https://doi.org/10.1111/j.1748-8583.2010.00149.x	Journal Article	
Pavlov, A., & Micheli, P. (2022). Rethinking organizational performance management: a complexity theory perspective. <i>International Journal of Operations & Production Management</i> , 43(6), 899–915. https://doi.org/10.1108/ijopm-08-2022-0478	Journal Article	
Paycor HCM Inc. (2024). <i>About Paycor</i> . Www.paycor.com. https://www.paycor.com/company/	Company Website*	Currency: The page is from 2024, making it very current and up to date with the latest developments and company information. Relevance: The content is highly relevant for individuals or companies researching Paycor as a potential HCM software provider. It gives an overview of the company's mission, values, and offerings, which are important for stakeholders, potential

		<p>clients, and employees.</p> <p>Authority: Paycor HCM Inc. is a well-known provider of HCM and payroll software, making this an authoritative source of information about the company.</p> <p>Accuracy: The page offers factual information about Paycor's history, mission, and services.</p> <p>Purpose: This page informs visitors about the company's mission, history, and values, while also promoting its services.</p>
<p>Peccei, R., & Van De Voorde, K. (2019). Human resource management–well-being–performance research revisited: Past, present, and future. <i>Human Resource Management Journal</i>, 29(4), 539–563. https://doi.org/10.1111/1748-8583.12254</p>	Journal Article	
<p>Pindek, S., Weisberg, J., & Koslowsky, M. (2010). Human resource management in Israel: A multi-faceted perspective. <i>Human Resource Management Review</i>, 20(3), 173–175. https://doi.org/10.1016/j.hrmr.2009.08.008</p>	Journal Article	
<p><i>PROJECT MANAGEMENT BODY OF KNOWLEDGE (PMBOK® GUIDE) Fourth Edition.</i> (2008). http://lms.aambc.edu.et:8080/xmlui/bitstream/handle/123456789/160/PROJECT%20MANAGEMENT%20BODY%20OF%20KNOWLEDGE%20(PMBOK%20GUIDE)%20(%20PDFDrive.com%20).pdf?sequence=1</p>	Journal Article	
<p>Ramasubbu, N., & Kemerer, C. F. (2016). Technical Debt and the Reliability of Enterprise Software Systems: A Competing Risks Analysis. <i>Management Science</i>, 62(5), 1487–1510. https://doi.org/10.1287/mnsc.2015.2196</p>	Journal Article	
<p>Reich, R. (2013). <i>Newsweek</i>. https://www.newsweek.com/</p>	News Website*	<p>Currency: Newsweek publishes regularly, ensuring the article is</p>

		<p>timely. However, the 2013 reference indicates the content may no longer reflect the latest developments.</p> <p>Relevance: Newsweek covers a wide array of topics relevant to global audiences, though the article's specific relevance depends on the topic being researched.</p> <p>Authority: Newsweek is a well-known, credible news organization with experienced journalists.</p> <p>Accuracy: It is fact-checked and backed by credible sources.</p> <p>Purpose: The purpose is to inform the public about news and events.</p>
<p>Reuters. (2024). <i>Company Information</i>. Reuters. https://www.reuters.com/markets/companies/PYCR.OQ/</p>	<p>News Website*</p>	<p>Currency: The page from Reuters is dated 2024, which ensures it provides the most up-to-date information on Paycor, particularly in terms of its stock performance, company metrics, and financial updates.</p> <p>Relevance: This page is highly relevant for investors, analysts, and financial professionals seeking detailed information about Paycor's stock (PYCR.OQ) and market performance.</p> <p>Authority: Reuters is one of the most reputable global news agencies, particularly well-known for its unbiased financial and market reporting.</p> <p>Accuracy: Reuters provides accurate and regularly updated</p>

		<p>information, including real-time financial data and verified news reports.</p> <p>Purpose: The primary purpose of the page is to provide factual financial information and market data about Paycor.</p>
<p>Robertson, S., & Robertson, J. (2013). <i>MASTERING THE REQUIREMENTS PROCESS</i>. https://www.itworks.be/pdf/REQMD22.pdf</p>	Journal Article	
<p>Rosoiu, O., & Popescu, C. (2016). E-recruiting platforms: Features that influence the efficiency of online recruitment systems. <i>Informatica Economica</i>, 20(2), 46.</p>	Journal Article	
<p>Rusilowati, U., Narimawati, U., Wijayanti, Y. R., Rahardja, U., & Al-Kamari, O. A. (2024). Optimizing Human Resource Planning through Advanced Management Information Systems: A Technological Approach. <i>Aptisi Transactions on Technopreneurship (ATT)</i>, 6(1), 72-83.</p>	Journal Article	
<p>Salomon, D. (2012). <i>Data privacy and security</i>. Springer Science & Business Media.</p>	Journal Article	
<p>Sardi, A., Sorano, E., Garengo, P., & Ferraris, A. (2020a). The role of HRM in the innovation of performance measurement and management systems: a multiple case study in SMEs. <i>Employee Relations: The International Journal</i>, ahead-of-print(ahead-of-print). https://doi.org/10.1108/er-03-2020-0101</p>	Journal Article	
<p>Sardi, A., Sorano, E., Garengo, P., & Ferraris, A. (2020b). The role of HRM in the innovation of performance measurement and management systems: a multiple case study in SMEs. <i>Employee Relations: The International Journal</i>, ahead-of-print(ahead-of-print). https://doi.org/10.1108/er-03-2020-0101</p>	Journal Article	
<p>Satyendra. (2020, October 6). <i>Organizational Culture and Employee Behaviour – IspatGuru</i>. Ispatguru. https://www.ispatguru.com/organizational-culture-and-employee-behaviour/</p>	Company Website*	<p>Currency: The article was published in October 2020, which may not be the most recent, but organizational culture and employee behavior are</p>

		<p>topics that evolve more slowly compared to technology.</p> <p>Relevance: The article discusses organizational culture and employee behavior, which are relevant topics for HR professionals, managers, and researchers interested in workplace dynamics.</p> <p>Authority: Satyendra appears to be an expert in metallurgy and industrial topics, as indicated by other content on IspatGuru.</p> <p>Accuracy: The content discussed established concepts about organizational culture and its impact on employee behavior.</p> <p>Purpose: The article appears to have an educational purpose, aimed at explaining the relationship between organizational culture and employee behavior.</p>
Schlackl, F., Link, N., & Hoehle, H. (2022). Antecedents and consequences of data breaches: A systematic review. <i>Information & Management</i> , 59(4), 103638.	Journal Article	
Schleicher, D. J., Baumann, H. M., Sullivan, D. W., Levy, P. E., Hargrove, D. C., & Barros-Rivera, B. A. (2018). Putting the System Into Performance Management Systems: A Review and Agenda for Performance Management Research. <i>Journal of Management</i> , 44(6), 2209–2245.	Journal Article	
Sender, S. W. (1997). Systematic agreement: A theory of organizational alignment. <i>Human Resource Development Quarterly</i> , 8(1), 23–40. https://doi.org/10.1002/hrdq.3920080105	Journal Article	

Sen, R., & Borle, S. (2015). Estimating the contextual risk of data breach: An empirical approach. <i>Journal of Management Information Systems</i> , 32(2), 314-341.	Journal Article	
Seramount. (2024). <i>Farewell and Thank You</i> . Seramount. https://seramount.com/working-mother/	Company Website*	<p>Currency: The list is from 2024, making it highly current and relevant for understanding recent trends.</p> <p>Relevance: Relevant for individuals and companies interested in gender equality and leadership diversity.</p> <p>Authority: Seramount is a well-regarded organization specializing in workplace diversity and inclusion.</p> <p>Accuracy: The data is based on credible company submissions and surveys.</p> <p>Purpose: To recognize companies excelling in promoting women to executive positions.</p>
Seramount. (2024b, September 10). <i>2024 Top Companies for Executive Women Winners</i> . Seramount. https://seramount.com/best-companies/2024-top-companies-for-executive-women-winners/	Company Website*	<p>Currency: The list is from 2024, making it highly current and relevant for understanding recent trends.</p> <p>Relevance: Relevant for individuals and companies interested in gender equality and leadership diversity.</p> <p>Authority: Seramount is a well-regarded organization specializing in workplace diversity and inclusion.</p> <p>Accuracy: The data is based on credible company submissions and surveys.</p>

		Purpose: To recognize companies excelling in promoting women to executive positions.
Shamim, S., Cang, S., Yu, H., & Li, Y. (2016, July). Management approaches for Industry 4.0: A human resource management perspective. In <i>2016 IEEE congress on evolutionary computation (CEC)</i> (pp. 5309-5316). IEEE.	Journal Article	
Sheehan, C. (2005). A model for HRM strategic integration. <i>Personnel review</i> , 34(2), 192-209.	Journal Article	
Sheng, H., Nah, F., & Siau, K. (2008). An Experimental Study on Ubiquitous commerce Adoption: Impact of Personalization and Privacy Concerns. <i>Journal of the Association for Information Systems</i> , 9(6), 344–376. https://doi.org/10.17705/1jais.00161	Journal Article	
Siegel, D. S., Waldman, D. A., & Youngdahl, W. E. (1997). The adoption of advanced manufacturing technologies: Human resource management implications. <i>IEEE Transactions on Engineering Management</i> , 44(3), 288-298.	Journal Article	
Steigenberger, N. (2016). The Challenge of Integration: A Review of the M&A Integration Literature. <i>International Journal of Management Reviews</i> , 19(4), 408–431. https://doi.org/10.1111/ijmr.12099	Journal Article	
Sydney University. (n.d.). INFO 5990 Scenario for Report (Acquisition Proposal). Retrieved from https://canvas.sydney.edu.au/courses/55681/pages/scenario-for-report-acquisitionproposal?module_item_id=2154628	University provided material	
<i>The top 100 firms and regional leaders.</i> (2024, March 5). Accounting Today. https://www.accountingtoday.com/the-top-100-firms-and-regional-leaders2024	Company Website*	<p>Currency: This is a news websites which frequently updated with current information about accounting practices.</p> <p>Relevance: Content is highly relevant for accounting professionals, covering topics like tax,</p>

		<p>auditing, and financial regulations.</p> <p>Authority: AccountingToday is a reputable provider in the HR software space. The information on this website articles are written by experts in the field.</p> <p>Accuracy: Sources are reliable, providing accurate, well-researched information.</p> <p>Purpose: The site aims to inform and educate, without overt bias, providing news and analysis for accountants.</p>
<p>U.S.: largest accounting firms 2020. (n.d.). Statista. https://www.statista.com/statistics/188725/25-largest-us-accounting-firms-by-net-revenue-2010/</p>	Government Website	
<p>Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? <i>Human Resource Management Review</i>, 25(2), 188–204. https://doi.org/10.1016/j.hrmr.2015.01.004</p>	Journal Article	
<p>van der Aalst, W. M. P. (2013). Business Process Management: A Comprehensive Survey. <i>ISRN Software Engineering</i>, 2013, 1–37. https://doi.org/10.1155/2013/507984</p>	Journal Article	
<p>Vault. (2023). <i>Vault by Infobase</i>. Vault.com. https://vault.com/company-profiles/accounting/bdo-usa/</p>	Company Website*	<p>Currency: The rankings are for 2023, ensuring the information is current.</p> <p>Relevance: Highly relevant for accounting professionals and job seekers looking for insights into the best firms to work.</p> <p>Authority: Vault is a reputable resource known for its career and industry rankings.</p>

		<p>Accuracy: Information are given by employee surveys and reliable data.</p> <p>Purpose: The purpose is to inform professionals about top accounting firms, aiding in career decisions.</p>
<p>Vault. (2024). <i>Top 25 Accounting Firms / Accounting Firm rankings / Vault.com</i>. Vault. https://legacy.vault.com/best-companies-to-work-for/accounting/vault-accounting-25</p>	Company Website*	<p>Currency: The rankings are for 2024, ensuring the information is current.</p> <p>Relevance: Highly relevant for accounting professionals and job seekers looking for insights into the best firms to work.</p> <p>Authority: Vault is a reputable resource known for its career and industry rankings.</p> <p>Accuracy: Rankings are based on employee surveys and reliable data.</p> <p>Purpose: The purpose is to inform professionals about top accounting firms, aiding in career decisions.</p>
<p>Wanberg, C. R., Ali, A. A., & Csillag, B. (2020). Job seeking: The process and experience of looking for a job. <i>Annual Review of Organizational Psychology and Organizational Behavior</i>, 7(1), 315-337.</p>	Journal Article	
<p>Wang, Z. (2022). Design of the human resource optimization allocation model based on information integration. <i>Mobile Information Systems</i>, 2022(1), 6549647.</p>	Journal Article	
<p>Xu, L. D. (2011). Enterprise Systems: State-of-the-Art and Future Trends. <i>IEEE Transactions on Industrial Informatics</i>, 7(4), 630–640. https://doi.org/10.1109/tii.2011.2167156</p>	Journal Article	
<p>Zebari, R., Zeebaree, S., Jacksi, K., & Shukur, H. (2019). <i>E-Business</i></p>	Journal Article	

<i>Requirements For Flexibility And Implementation Enterprise System: A Review.</i>		
Ziegler, P., & Dittrich, K. R. (2007). Data integration—problems, approaches, and perspectives. In <i>Conceptual modelling in information systems engineering</i> (pp. 39-58). Berlin, Heidelberg: Springer Berlin Heidelberg.	Journal Article	

8. Amendment History

VERSION NUMBER	DATE	APPROVED BY	AMENDMENTS
V.1.0	1 June 2022	Dr Andrea Stern	Creation of initial template
V.1.1	8 June 2022	Dr Andrea Stern	Updates to section 1 instructions
V.1.2	15 June 2022	Dr Andrea Stern	Updates to section 2 instructions
V.1.3	22 June 2022	Dr Andrea Stern	Updates to section 3 instructions
V.1.4	29 June 2022	Dr Andrea Stern	Updates to section 4 instructions
V.1.5	5 July 2022	Dr Andrea Stern	Updates to section 5 instructions
V.1.6	12 July 2022	Dr Andrea Stern	Updates to section 6 instructions
V.1.7	26 July 2022	Dr Andrea Stern	Updates to overall formatting, structure, and typography
V.2.0	1 August 2022	Dr Andrea Stern	Team Report template published on Canvas
V.2.1	15 August 2022	Dr Andrea Stern	Updates to section 2.2 instructions
V.2.2	23 August 2022	Dr Andrea Stern	Update to examples in column 1, row 2 of the table in section 2.3
V.2.3	28 August 2022	Dr Andrea Stern	Minor changes to instructions and footnotes to achieve consistency and improve clarity in all sections.
V.3.0	12 September 2022	Dr Andrea Stern	<ol style="list-style-type: none"> 1. Minor changes to instructions and footnotes to achieve consistency and improve clarity in all sections. 2. In Sections 3 and 3.2, the Process “investigate” has been removed, and “evaluation” and “selection” have been combined.
V.4.0	16 October 2022	Dr Andrea Stern	Major updates to instructions in sections 4, 5 and conclusion.
V.5.0	1 August 2023	Omar Acuache	Major updates to all sections.
V.6.0	28 February 2024	Omar Acuache	Major updates to general instructions and sections 1 to 7.

V.7.0	28 May 2024	Omar Acuache	Major updates to general instructions and sections 1 to 7.
V.7.1	2 August 2024	Omar Acuache	Minor updates to the document formatting.
V.7.2	24 August 2024	Shiqi, Jiaying	Write section 1.1 into this document.
V.7.3	24 August 2024	Zihua, Zhiyuan	Write section 1.2 into this document.
V.7.3	25 August 2024	All Team	Check grammers and citations of section 1.
V.7.4	01 Sep 2024	Zihua	Add one objective, one component and one challenges of Human Resource Management in section 2.2
V.7.5	02 Sep 2024	Shiqi	Add one objective, one component and one challenges of Human Resource Management in section 2.2
V.7.6	02 Sep 2024	Jiaying	Write section 2.1 of this report
V.7.7	02 Sep 2024	Zhiyuan	Add one objective, one component and one challenges of Human Resource Management in section 2.2
V.7.8	07 Sep 2024	Zhiyuan	Add an example of Bamboo HR software in section 2.3
V.7.9	07 Sep 2024	Zihua	Add an example of Paycor software in section 2.3
V.8.0	08 Sep 2024	Jiaying	Add section 3.1 into this document
V.8.1	08 Sep 2024	Shiqi	Add section 3.2 into this document
V.8.2	09 Sep 2024	All Team	Modify the format of this document, and have a meeting of the content of setion 2.3 and section 3.1
V.8.3	10 Sep 2024	All Team	Delete some words to control the counts together
V.8.4	11 Sep 2024	Shiqi	Give an outline of the section 3.3 and write step 4 & 5 of it
V.8.5	12 Sep 2024	Jiaying	Write introduction and step 1 of section 3.3
V.8.6	12 Sep 2024	Zihua	Write introduction and step 2 & 3 of section 3.3
V.8.7	13 Sep 2024	Zhiyuan	Sort out reference list and wirte CPAAR of each reference
V.8.7	13 Sep 2024	All Team	Check reference list, grammer and word count of this document
V.9.0	13 Sep 2024	All Team	Do the final check and export PDF
V.9.1	10 Oct 2024	Shiqi	Write section 4.1 in this document
V.9.2	12 Oct 2024	Zhiyuan	Write section 4.2 of this report

V.9.3	15 Oct 2024	Jiaying	Write section 5.1 of this report
V.9.4	17 Oct 2024	Zihua	Write section 5.2 of this report
V.9.5	20 Oct 2024	All Team	Have a meeting to modify some content of section 4 and 5, and revise these parts in document
V.9.6	22 Oct 2024	Zhiyuan	Add reference list into section 7
V.9.7	23 Oct 2024	Shiqi	Modify some content in section 4.2 and 5.1.
V.9.8	23 Oct 2024	All Team	Check the format and count the words.
V.10.0	24 Oct 2024	All Team	Do the final check and export PDF