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## COVER PAGE AND DECLARATION

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**I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.**

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## **Introduction:**

Our Client is a baby born startup in the information technology industry with an ambitious management looking to set a solid organizational base that can embrace a lean environment that embraces different types of cultures under one umbrella as well as motivating them to shine and take the company upwards with them.

The purpose of this project is criticize the current organizational status of the company, focusing on the HR policies and the loopholes inside it, as well as fixing and developing all the existing ones in addition to proposing new policies that helps in promoting the culture of the company and increase the engagement level and motivation of the employees

In addition to any other recommendations that can increase the employees awareness of the importance of complying with the safety policies in order to always keep the business a safe environment.

## **Executive Summary:**

As a consultant; we started to study the As-Is situation of the company in a deep look, in order to pinpoint the loopholes in the organization as a whole as a first stage, and after then we focused mainly on the policies and the salary scheme.

In order to analyze the current situation of the company, we performed a SWOT analysis from an HR point of view to identify how to overcome the weaknesses and turn it into strength points.

We have developed some of the current policies and proposed others that will make the working culture and environment a ready place to perform.

Also, we revised the currently applied salary structure in order to embrace the 3 newly formed jobs. We did a job evaluation panel according to specific factors to identify the grades of the new positions, and during getting this done, we did a benchmark salary survey to propose a suitable salary range for the 3 new positions.

And finally we finished up our assignment with a full development for the health and safety policy to make sure that we maintain the wellbeing of the employees and motivate them to be more engaged with the company's environment.

## **First Question:**

After revising the current HR Policies, we had concluded the following critique which we will state in the following points:

### **Recruitment and selection:**

- The selection criteria must be based on a competency basis in order to ensure equality, hiring the most fitting talents and ensure that the employees you hire are those who only cope with the core values as well as the culture you want to embrace in the company.
- Selection Criterion should guarantee a full fairness with no bias to gender, color, religion, political views or any other racist discrimination.
- We recommend to apply assessment centers as one of the phases of the managerial positions recruitment process in order to better assess their leadership skills.

### **Training & Development:**

- The company should assign a training budget in an annual basis in order to develop and motivate employees to grow inside the company as well as to better achieve the organizational objectives and strategic plan of the company.
- The ROI of the training agenda should be measured in an annual basis in order to ensure a better benefit for the overall organization performance.

### **Performance Management:**

- Its is recommended first to automate the performance management process and turn it into online systems thru SAP Success Factors as this will facilitate the process , reduce paperwork and helps gathering data and getting dashboard information easily, and this will help the management in analysing the performance of the employees and the company as well, and take the respective actions accordingly.
- The performance management process should be changed to be based on both SMART goals and competencies in order to have more realistic vision for the employees and also better assess employees technically and behaviorally.
- The Performance evaluation shall be calculated as 60% on goals and 40% on competencies.
- The annual bonus and annual increments should be linked to the performance of the employees not any other factor in order to achieve fairness and increase the effectiveness, productivity and motivations of the employees.

Working days and hours:

- The working days are 6 days per week with only 1 day off, which is too exhausting for the employees and does not take into consideration the work life balance of the employees which will eventually affect their performance and morale, and thus, affects the overall performance of the company.

Compensation & Benefits:

- There is no effective job grading and career path for the employees.
- The Salary structure is too outdated and way below the market and in competitive with the competitors.
- There is no benefits structure at all which has a very bad impact on the overall morale and motivation of the employees.

Vacations & Leaves:

- The leaves provided is too basic and un-motivational at all for the employees.
- The annual vacation is only 21 days which is too short for an employee to recover and re-energize him/her self in order to start a refreshed year in a powerful state.
- Sick leaves are limited to only 10 days max. per year, which does not make sense.

## **Second Question:**

### **A- We can improve employees retention thru several ways as follows:**

- We suggest to apply the referral system to encourage the current employees to recommend other candidates whom they think they will fit in the organization culture which will eventually return back to the company with good advantages. [Barlund, M., Bauknecht, J., & Cebulla, A. (2019). *Working conditions and retirement: How important are HR policies in prolonging working life? Management Revue, 30(1), 120–141. <https://doi.org/10.5771/0935-9915-2019-1-120>*]
- We suggest to apply and pay a good attention and priority to the internal hires for the opening vacancies in order to motivate the employees to work hard and prove themselves to the management of the company and this will make them feel always engaged with the environment as well as increasing the loyalty and the morale of the employees.
- A development plan should be prepared and implemented simultaneously in accordance with the succession plan to make sure the future leaders of the company are well prepared and developed to fit in their future roles perfectly when its time to.
- Top performers for 2 consecutive years shall be rewarded while poor performers for 2 consecutive years shall be re-considered again in terms of dismissal, but after being given the opportunity after the first year to be aware of their evaluation as well as being given the opportunity for training and development.
- but we recommend to apply the flexible working hours policy as a benefit to the employees in order to give them more personal space to arrange their day. [Gail Munde. (2013). *Everyday HR: A Human Resources Handbook for Academic Library Staff. ALA Neal-Schuman.*]
- A salary survey should be conducted every 3 years in order to update the salary structure and have a competitive one that enables the company to retain and attract the top talents.
- Salaries should be identified only according to the authorized job grading scheme, in order to maintain the fairness between employees.
- Benefits:
  - Annual bonuses to all employees up to 3 basic salaries based on performance.
  - Annual increment up to 8% of the basic salaries to all employees based on performance.
  - providing the employees premium discounts subscription in different entertainment facilities like gym, restaurants, coffee shops, health clubs, shopping malls, hotels, and etc ...
  - transportation & accommodation allowances.
  - Daily fruits bowl and free buffet full of variety of food and beverages options.
  - Personal loans up to 3 basic salaries.
  - Car loan up to 8 basic salaries.
  - Annual reward ceremony with fancy prizes for top performers thru the year.
  - Quarterly team building activities inside the company premises with free shopping vouchers to the winning teams.

- Mobile device and mobile allowance: to be provided according to the nature of the job as well as the grades.
- Marriage Gift: a 2 months basic salary to be paid to an employee upon marriage.
- Child birth Gift: 5 K for the first child, and 2K for the following children.
- We recommend to provide the employees variety of different types of leaves as a kind of benefits by the company as follows:
  - Annual leave of 30 working days.
  - Sick leaves with unlimited balance subject to the submission of sickness certificate.
  - Maternity leaves according to labor law.
  - Paternity Leave of 5 working days.
  - Educational exam leave of 2 days before the exam date.
  - Garden leave: available to be used upon the end of service period.
  - Travel Perdiems: we recommend to build a strong per diems matrix in order to motivate people during their business trips including extra pocket money other than the transportation and accommodation.
- Applying a friendly and diversified culture that promotes an engaged environment.



## **B- We recommend to apply the following practices to have more effective customer services:**

### 1- Seek Customer Feedback:

You must first consider the needs, experiences, and pain points of your customers in order to deliver outstanding customer service.

You must ensure that your customers have several ways to express their reviews in order to accomplish this. This can be done by phone surveys or an email feedback form. Aside from surveys, you can set up a complaint system to allow your customers to voice their concerns more easily.

This will tell you all about their optimistic, negative, and ugly encounters with your brand. This gives you a clear picture of what you're doing well and where you need to change.

Connecting with customers to gain feedback has another valuable benefit: it shows them that you care for them and are willing to work with them to solve their problems. This will help build confidence and also discourage them from venting their frustrations or making negative remarks on social media. [Martin, W. B. (2009). *Quality Customer Service : Satisfy Customers--it's Everybody's Job: Vol. 5th ed. Axzo Press.*]

### 2- Make The Customer Service Team More Successful

Building a good customer service team is the first step in improving the customer service. Here's how you can boost your customer service.

#### *i. Professionals with the Right Skills Should Be Hired and Trained:*

There is no tool or AI feature that can compensate for a lack of a professional workforce; when hiring for your customer service team, look for people who have the right skills.

Once they're on board, you can also schedule training sessions for them to develop their skills. Some important skills that any customer service representative should possess include:

Empathy and patience - A customer service representative must deal with a variety of clients, some of whom are irritable or frustrated, and others who have a lot of questions. A customer service representative must handle each of them with patience and professionalism.

Strong communication skills - The staff you employ should be self-assured and able to communicate effectively. They should be able to communicate what they say in a constructive manner, and they should never end a conversation with a customer who is disappointed.

Knowledge: Ensure that your customer service representatives have a thorough understanding of your product, services, and pricing strategies. If they're unsure about something, they should say that they will check back with the related team and get back to them again. [Robert E. Hinson. (2019). *Customer Service Essentials: Lessons for Africa and Beyond. Information Age Publishing.*]

ii. *Appreciate good work:*

You should also want to appreciate the contributions of the customer service teams that regularly provide outstanding customer service.

You may offer bonuses or gifts to your top performers to inspire and empower them to fulfill your customer service objectives.

iii. *Track Performance of Your Customer Service Representatives:*

Do you have any doubts about the level of expertise of your customer service representatives? You should inquire about your customers' encounters with them.

Customers are asked to rate each customer service representative who works with them at Site Ground.

The platform guides customers to leave a review after they rate the representative on a scale of one to five stars.

3- Use CRM Platforms:

Many businesses fail to coordinate their various teams effectively, which frequently results in consumer frustration.

Businesses can use smart CRM systems to solve this problem by streamlining their workforce processes. Such systems assist in ensuring that everyone is on the same page, which is crucial when it comes to maintaining high customer service levels.

The following are some of the advantages of using smart CRM software:

- i. It gives you valuable information about your customers, allowing you to better understand their needs, sell more quickly, and give each customer a unique experience.
- ii. It helps you develop long-term customer relationships by improving customer interaction and engagement.
- iii. Your sales and support teams will interact more closely, reducing the possibility of misunderstandings.
- iv. Customers get what they were told, which boosts customer loyalty.
- v. Many CRM platforms can be accessed from a range of devices, including desktops, laptops, and cell phones. As a consequence, you can support your customers at any moment, from anywhere in the world.

Even if the customer reviews are positive, there's no such thing as over-delivering when it comes to customer service; there's always room for growth.

You should strive to improve the customer service standards on a regular basis. Via valuable advice, great customer service will help you create confidence, increase brand recognition, gain customer loyalty, boost sales, and attract new customers.

It is more important than anything else for your company to keep your customers satisfied. Ensure that the consumers are absolutely happy both offline and online.

**C- There are a lot of technological tools to be used to enhance the inter-communication between the organization's members:**

- Connecting employees from all over the world: Now due to the pandemic and the increasing need for distance working, a lot of application has been developed to help employees get connected regardless where exactly they are existing and at any time; there are a lot of options to use in this purpose like Microsoft team, skype and zoom. Those applications are widely used nowadays by companies all over the world and they are trusty worthy and user friendly and strongly supported technically, and so you can get your work done easily and in the same time maintain the health restrictions (the social distancing).
- WhatsApp (Social media Apps): now, almost all companies are making use of the social media apps like WhatsApp to create groups that involves all the team members within a specific department or related sectors, where you can share information, data, knowledge, urgent matters. Not to mention the fact that, it has been now officially and legally recognized as an official method of communication that can be considered as a proof in case of legal investigations.
- Professional platforms: like LinkedIn, the company now can publish any official statements and can promote for any event that can engage all employees together and get them involved in a perfect way.

#### **D- Review/ Development of the performance appraisal:**

- First of all, I recommend to shift the performance management process from paper work into SAP Success Factors – PM Module, this will help a lot in managing the appraisal process, analysing data and provide recommendations to top management in order to take corrective actions or for reward and recognition.
- The performance appraisal will be conducted in an annual basis, on December of each year.
- The performance appraisal will be applied according to the 70-30 model, where 70% of the performance appraisal process shall be on goals, while the other 30% shall be on behavioral competencies.
- Goals should be SMART, (Specific – Measurable – Attainable – Realistic – Time bound). SMART Goals keep the appraisal process too fair with tangible evidences which increase the credibility of the process and eliminate any bias or objectivity by managers.
- The competencies will be unified or grouped by organizational levels ( blue collars – Professionals – Managerial) positions.
- The performance appraisal process will go through the following milestones: goal setting – mid year review – end year review – calibration - Manager & Employee signature.
- The appraisee has the full right to object in case he does not agree his/ her performance appraisal final result, within 5 working days to the HR Department, and the HR head will investigate the case and submit the final conclusion.
- Bonuses and annual increments would be performance based, to be illustrated in the benefits policy.

### Third Question:

A- Secretary:

<b>Job title</b>	Secretary
<b>Main Duties</b>	<ul style="list-style-type: none"><li>• Manage Executive's schedule, namely travelling schedule, meetings, conferences, making appointments and changing of appointments</li><li>• Answer calls, take messages and direct calls to the Executive</li><li>• Receive and attend important guests</li><li>• Attend meetings with the Executive and prepare minutes of meeting</li><li>• Attend less important meetings on behalf of the Executive, as and when required and present the key take away points from the meeting</li><li>• Coordinate with internal and external stakeholders to ensure meetings are conducted on time and smoothly</li><li>• Maintain confidentiality of all the information to / from the Executive</li><li>• Write letters and memos on the behalf of the Executive's Office and get it reviewed</li><li>• Review checks and documents for signature from the Executive</li><li>• Receive faxes and mails addressed to the Executive</li><li>• Assist in preparing presentations / documentation as and when necessary</li><li>• Make travel arrangements of the Executive and their guests</li><li>• Keep track of inventory of office supplies, evaluate new office products and place order for the same.</li><li>• Ensure office equipment function properly, and order for maintenance when necessary</li><li>• Provide ad hoc support as required to save time and enhance convenience</li></ul>
<b>Required Qualifications</b>	<ul style="list-style-type: none"><li>• Bachelor's degree</li><li>• 4+ years of experience in providing executive assistance</li><li>• Proficiency in written and verbal Arabic and English language</li><li>• Good personality</li><li>• Ability to be flexible to match self's schedule with the Executive schedule</li></ul>
<b>Package</b>	<ul style="list-style-type: none"><li>• 1,000 – 1,500 USD</li></ul>
<b>Apply?</b>	If you feel that your qualifications fit the job requirements, kindly apply at <a href="mailto:careers@jobs.com">careers@jobs.com</a>

B- Marketer:

<b>Job title</b>	Marketer
<b>Main Duties</b>	<ul style="list-style-type: none"> <li>• Participate in building the assigned brand(s) with all its elements of strategy, which includes, suggesting target market, brand guidelines, brand vision and value proposition for short as well as long term to achieve set P&amp;L</li> <li>• Participate in discussions with Brand Manager with all supervision managers to prepare annual marketing plan for the brand(s)</li> <li>• Collate data, coordinate with agencies to receive quotations, and prepare marketing budget presentation with supervising managers under the direction of the Head of Marketing</li> <li>• Develop &amp; demonstrate thorough understanding of brand positioning, target audience and brand message to write the briefs for branding projects for review and approval of Brand Manager &amp; then supervision managers</li> <li>• Participate in review of proposals of marketing agencies, decision making on shortlisting the partners, and writing contracts</li> <li>• Coordinate with creative agencies to ensure that requirement is completely understood</li> <li>• Oversee the execution of all of the brand's projects' developments with partners and report progress to manager. Escalate issues if required</li> <li>• Provide support for Trade Marketing projects' executions by the Trade Marketing Manager from brand needs including Sales or Trade incentive, Customer loyalty, Planograms, Category Management, or other branding programs</li> <li>• Review market research, media reports, &amp; periodical sales trends to provide insights to Brand Manager</li> <li>• Collect data from internal, or external sources (agencies such as Nielsen, TNS, Euromonitor, etc.), analyse and prepare monthly reports on Market Share, Brand Equity, &amp; other marketing activities.</li> <li>• Conduct market &amp; consumer visits to gather insights on brand &amp; perceptions including availability and accessibility and share insights with manager &amp; team</li> </ul>
<b>Required Qualifications</b>	<ul style="list-style-type: none"> <li>• Bachelor's degree in Marketing, or Business Administration</li> <li>• 0-2 years of experience in Marketing</li> <li>• Proficiency in written and verbal Arabic and English language</li> </ul>
<b>Package</b>	<ul style="list-style-type: none"> <li>• 2,500 – 3,500 USD</li> </ul>
<b>Apply?</b>	If you feel that your qualifications fit the job requirements, kindly apply at <a href="mailto:careers@jobs.com">careers@jobs.com</a>

## C- Operations Manager

<b>Job title</b>	Operations Manager
<b>Main Duties</b>	<ul style="list-style-type: none"> <li>• Ensure kingdom wide availability of stock as per sales plan and defined stock covers.</li> <li>• Prepare production plan based on sales forecast and stock availability. Closely coordinate with sales, procurement and kingdom warehouse managers for production planning.</li> <li>• Build, implement and control the production schedules for every production facility and prioritize production activities</li> <li>• Ensure smooth production operations. Make decisions about equipment use, maintenance, modification and upgradation</li> <li>• Lead procurement and make timely purchase requests for packaging material aligned with production plan</li> <li>• Ensures Cost effective RM Planning to keep the optimum inventory in order to meet the sales requirements.</li> <li>• Design and implement standard operating procedures for production operations, including packaging, material handling, maintenance, data entry and reporting</li> <li>• Ensure effective collaboration and co-ordination between relevant departments including procurement, distribution and sales</li> <li>• Oversee management of maintenance team to ensure proper maintenance and full working order of all equipment to maximise production</li> <li>• Ensure proper data entry is made about material movement in SAP ERP system</li> <li>• Manage damaged packaging and coordinate with QA before repacking of rice</li> <li>• Coordinate with logistics and transportation for raw material and produced goods transportation</li> <li>• Identify areas of development in existing processes and set up new processes for efficient production</li> <li>• Identify areas for possible technological upgradation to increase overall efficiency while considering the cost implications and prospects</li> <li>• Design processes to ensure minimal waste and damage to packaging, raw materials and finished goods</li> <li>• Ensure full adherence to local and international health and safety standards for all facilities, materials and products</li> <li>• Maintain quality of raw materials and produced goods stores in the facility.</li> </ul>
<b>Required Qualifications</b>	<ul style="list-style-type: none"> <li>• Bachelor's degree in packaging engineering or mechanical engineering</li> <li>• 8+ years of experience in packaging or related field with at least 3 years of experience of leading packaging facility</li> <li>• Intermediate level in written and verbal Arabic and English language</li> </ul>
<b>Package</b>	<ul style="list-style-type: none"> <li>• 5,500 – 7,500 USD</li> </ul>
<b>Apply?</b>	If you feel that your qualifications fit the job requirements, kindly apply at <a href="mailto:careers@jobs.com">careers@jobs.com</a>

## **Fourth Question:**

### *Introduction:*

Our employees are our main assets, and thus; we care a lot about their health, their safety and their well being. And to do so, we have to prepare and equip the set-up of the premises with all the necessary precautions.

### *Guidelines:*

- 1- *An evacuation plan has to be prepared well, and the company shall conduct a practical training to the employees on this plan and ensure they implement it very well.*
- 2- *The company have to make sure that new employees are aware of the evacuation plan by involving it in the induction plan.*
- 3- *The emergency exit signs has to be very clear to all employees*
- 4- *Smoking are very restricted inside company premises, and shall be treated no tolerance.*
- 5- *The company shall assign a specific spot outside the company premises for smokers, and this spot shall be at least 10 meters away of the company entrance.*
- 6- *A fire distinguisher shall be hanged in different places and to be accessible.*
- 7- *A fire alarms shall be installed at the ceilings of the premises.*
- 8- *Electric wires and sockets shall be well installed and covered away from employees access.*
- 9- *Floors should be dry all the time by the house keepers.*



## **Conclusion:**

To sum this up, we pinpointed the loopholes inside the company's policies after thorough analysis that can affect badly the company's culture and performance, and after then we recommended how to deal with each one in order to have a better and punctual work environment.

Then we provided several techniques on how to maintain and develop the company's customers by developing the CR team and train them on how to deal with customer's issues or complaints and how to gain their satisfaction and how to make your customers, a main marketing tool to your brand.

After then, we recommended some tools to improve inter communications between team members in order to improve the work effectiveness which will lead eventually to a high overall performance for the company.

And to help achieve this, we recommended a full performance management system to help track, analyse and develop employees' performance.

Also, we provided a job listing for a 3 new positions including the main info requested.

Last but not least, we provided the guidelines of health and safety to be enforced among employees inside company premises.

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