



EUROPEAN  
INTERNATIONAL  
UNIVERSITY



## COVER PAGE AND DECLARATION

	<b>Master of Business Administration (M.B.A.)</b>
<b>Specialization:</b>	MBA - Strategic Management
<b>Affiliated Center:</b>	CEO - Center of Entrepreneurs Orientation Business School
<b>Module Code &amp; Module Title:</b>	MGT530: Managing Human Capital
<b>Student's Full Name:</b>	WALID IBRAHIM AHMAD ALTHAHIR
<b>Student ID:</b>	EIU2020292
<b>Word Count:</b>	3987
<b>Date of Submission:</b>	May 3, 2021

**I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.**

WALID IBRAHIM AHMAD ALTHAHIR

**E-SIGNATURE:**

\_\_\_\_\_  
May 3, 2021

**DATE:**

\_\_\_\_\_

**EIU Paris City Campus**

**Address:** 59 Rue Lamarck, 75018 Paris, France | **Tel:** +33 144 857 317 | **Mobile/WhatsApp:** +33607591197 | **Email:** [paris@eiu.ac](mailto:paris@eiu.ac)

**EIU Corporate Strategy & Operations Headquarter**

**Address:** 12th Fl. Amarin Tower, 496-502 Ploenchit Rd., Bangkok 10330, Thailand | **Tel:** +66(2)256923 & +66(2)2569908 |  
**Mobile/WhatsApp:** +33607591197 | **Email:** [info@eiu.ac](mailto:info@eiu.ac)

## Table of Contents

1. Introduction.....	1
1.1 Starbucks Human resources policies.....	1.1
2.1 How to improve employee retention.....	2.1
2.2 Effective customer service practices .....	2.2
2.3 The use of technology to improve interoffice communication.....	2.3
2.4 create/revise employee performance appraisals.....	2.4
3. job listing including starting salary information for the following position: secretary, marketer, operation manager.....	3.
4. health, safety and wellbeing guide for the company.....	4.
5. Conclusion.....	5.
6. References.....	6.

## 1.1 Introduction

In the last decade, the vocabulary concept for managing the employment relationship has changed. The concept of “personal management” is replaced with ‘human resource management’ or strategic HRM. The latest Human resource management model is containing some policies that promote mutual objectives, influence, respect, gain and rewards, and also mutual responsibility. The idea is that policies of mutuality will offprint commitment which is cause enhanced economic trend and much greater human development. Legge, K. (1995). Human Resource Management definition as practices and polices needed to carry out the employees or human resource aspects of a management position, that include recruiting, and training, rewarding, motivation and appraising Kessler, I. (1993). It refers to the responsibilities of managers staff to fulfil personnel objectives in the organization, HR department is responsible for providing guidelines and assistant to management as well as employees. The main purpose of this assignment is to construct a human resource policy guides, assess a company’s human resource needs and evaluate the overall health and safety of employees for a company.

This assignment will discuss, and criticize Starbucks HR policies and, propose alternative HR policies clarifying on how to improve employee retention, more effective customer service practices, the technology utilization to improve interoffice communication, revise employee performance appraisals. This paper also, going to Create job listing including starting salary information for the following, secretary, and marketer, operation manager positions. Finally, we are going to Construct a health, safety and wellbeing guide for the chosen company.

## 1.1 Starbucks Human resources polices

In the late of 1999, Starbucks has faced a big challenge represented in selecting and retaining the accurate number size and kind of employees in order to secure its future growth. Starbucks realized that the motivation and the commitment of human resources is a key factor to the success of a business. hence, Starbucks company make it clear in selecting the right kind of people and made huge effort to retain them. If an organization's human resource policies are formulated in a good manner, the selection practices will clarify competent candidates and match them to the job and the organization" (Tikson, S. D. S. 2018). Starbucks believes it has the responsibility to undertake both domestic and external policies that reinforce the health of its business, its employees who called partners, and the communities it serves. Here are some of Starbucks' company policies. **Hiring Policy** Coherent with Starbucks international Human Rights Standard, encourages equal opportunity in all its recruiting practices, makes recruiting and hiring decisions depend on job related and does not utilize forced labor. Starbucks hire a diverse workforce to provide innovative and creative solutions to complex issues. Evaluating strategies contains ensuring the plans success, so that as employees leave the workforce due to retirement or other opportunities, other workers are ready to take their position. **Workplace Environment & diversity** both Starbucks employees and managers treatment to each other with mutual respect and dignity. This include all partners are to work in an environment without harassment, and discrimination whether in gender or nationalities promoting diversity. **Workplace Health& Safety** Starbucks started health benefits even to its part time associates, they believe their employees who call them partners are the key to experience. Starbucks provide

health. Dental, vacation and a full retirement plan, they treat their employees with dignity and respect. **Substance Abuse** Starbucks has strict standards and regulations regarding substance abuse. employees are not allowed to drink or possess alcoholic on company premises, except where alcohol is allowed at a Starbucks social events. **Wages and hours** employees are compensated on hourly basis work that must be reported and recorded accurately in accordance with the local procedure. **Community Involvement.** Starbucks is committed to the role of environmental leadership in all areas of its business. Comprehending environmental problems and sharing knowledge with partners, developing innovation and elastic solutions, striving to buy and sell and utilize environmentally friendly commodities.

Starbucks is one of the hugest organizations of the globe they a large employee base the standards and policies of Starbucks may not all be applied due to the comprehensive and different laws that are applicable in each Starbucks stores might not match in other stores globally. countries have different laws, human resource managers need to comprehend societal obstacles, such as status, that may affect operations in another country.

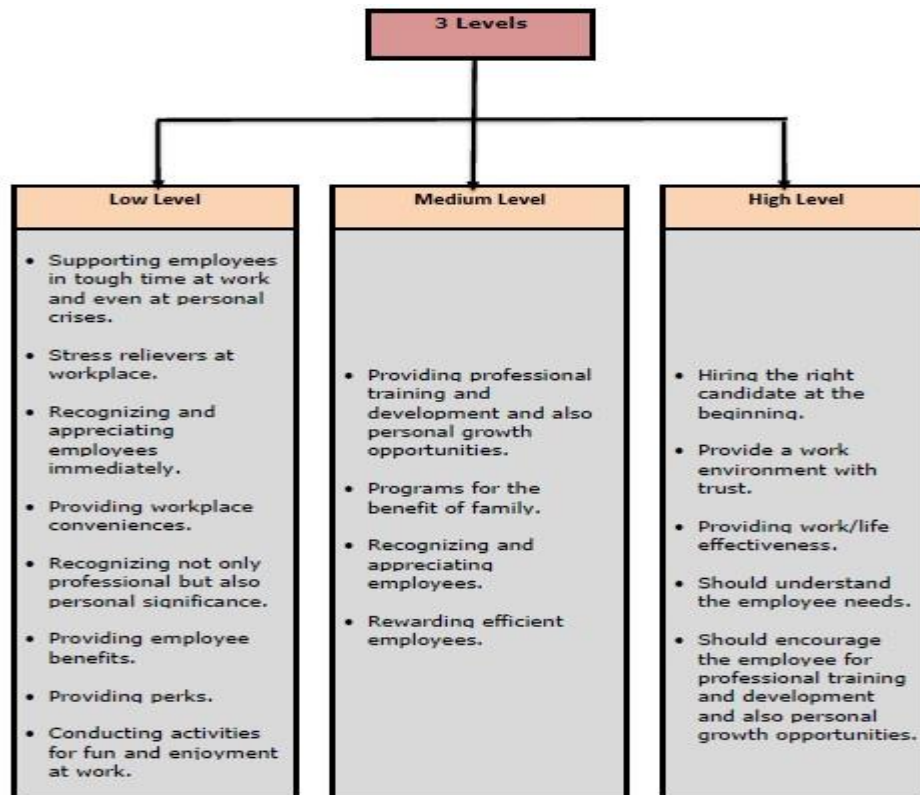
## 2.1 How to improve employee retention

Employee retention is the process that state employees are encouraged to remain with their company for the most period of time or for the project ends (Sandhya, K., & Kumar, D. P. 2011). Motivation plays a critical factor in retaining employees, it can be enhanced by motivating the employees in the following areas: Open communication, Employee reward programs, Career development programs, Performance based bonus, Recreation facilities, Gifts can be made at some occasions. Also, Job satisfaction is something that all employees seek and a key factor of employee retention which is only possible by making the employee feel comfortable and welcomed. The reasons for the employee's for leaving thier organization can be personal or professional. Mostly Employees do not leave their organization without a significant reason. According to (Terera, S. R., & Ngirande, H. 2014). Compensation and reward are a crucial element of Human Resources Management. The compensation program that a company offers to the employees plays a significant role in limiting the commitment stage of the employees and retention. However, Maslow argued about higher needs in his theory. Aesthetic needs which are the needs of people to create and experience beauty, and gaining equilibrium in life. Cognitive needs are people's needs for knowledge acquisition and the interest to comprehend the origin of that knowledge. These cognitive needs are the needs closed to employee training and employee motivation.



Figure 1 maslow hierarchy of needs

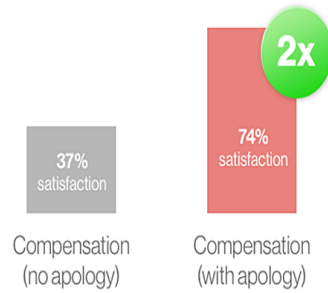
For Starbucks we will adopt a retention strategy which are classified into three levels low level, middle level and high level. That have a huge impact toward Retaining Talented workforce practiced in Starbucks company.



## 2.2 Effective customer service practices

Now days Consumers buy from producers that they like and people they can create a relationship with. It's not enough to only provide customer satisfaction; you need to create customer loyalty. consumers talk about your customer service, they word of mouth spread about customer service, and they will tell every person they know about your customer service. Here are suitable practices that Starbucks company can utilize and they will assist in not only in creating customer satisfaction but additionally excel in customer service. **Setting the Customer's Expectations**, customers service researches have proved that nothing impresses a customer more than when delivering more than customer expectation and, letting your customer know what you are willing to do to serve them, what service you will deliver to them. If Starbucks be able to exceed these expectations it will have a customer for life or as known customer lock. **Listening practice** all Customers want to be heard. They want to know that someone is listening for them. For instance, they may ask for information or advice . exploit this time to direct them to the right commodity or service. If they are angry, and dissatisfied use active listening to let them feel that they have been heard and work to discover the cause of the problem. Also, if any mistakes occurred and no apology is given this is mostly customer service mistakes that dissatisfied customers. In a study case at the Carey in Arizona University stated that when the business includes an apology beside the compensation, satisfaction is doubled.





*Figure 2 compensation*

**Drafting Customer Service Standards** formulate your service standards, every employee should be aware of the standards. By having a well-defined document that explains these standards will assist in preparing the customer's expectation and they will assist in measuring employment and create suitable training programs. **Treat Your Employees as Your First Customer** satisfied employees not just can get employees retention but, also customers satisfaction the attitudes and behaviors of your employees will be reflected in your customer service and satisfaction. According to (Bartley, B., Gomibuchi, S., & Mann, R. 2007) study found that best practices of customers services for can assist an organization in achieving superior performance results. These practices came from organizations that had scored well in a survey on customer focus.

### **2.3 The use of technology to improve interoffice communication**

Technology influence fundamental communication processes and products. Technological innovation made us to rethink our approach to topics such as influence, persuasion, group processes, interoffice communication, written communication, oral presentations, and organizational hierarchical relationships. gathering questions such as How does technology affect interactivity in business writing, presentations, and meetings? (Rogers, E. M. 1986). From facilitating communication across the distances to the utilization of the new digital systems in the workplace, this chance is given by technology are endless. Companies have oriented to millennials generation expertise and their comfort use of technology. also email now days become outdated with the new technology of instant messaging and video conferencing. The changing for Printers work saving to cloud store instead of desks storing. These changes absolutely have a huge influence on how communication works, for good or worse.

Technology should be utilized in the workplace to enhance communication and it has many useful benefits, however unless proper training, and guidelines it's hard for companies to get the rewards of technology. more employees now are working remotely part time of full time and as Starbucks company that has multiple offices around the globe, technology like Skype, zoom and other popular platforms can assist keep teams connected. a video conference and communicate with a colleague across the globe is very useful and can diminish the chances of miscommunication that will have more costs in the company. Starbucks team is large and shattered out the globe, leaders have to provide the correct technology to allow the employees to connect at the right times. Technology, such as Basecamp for PM applications, make it easy

for leaders to have a central focal of project activity that everyone can reference. This makes it very easy to track project, forecasting what's coming up and document comments and issues in one accessible place. When technology is utilized intentionally to enhance communication, it has a significant impact for team productivity.

#### **2.4 create/revise employee performance appraisals**

Performance appraisals is the most valuable and important human resource tools, its significant component in the process of hiring, and recruitment and staffing of employees. Also, it's a vital factor in determining of employee's qualities and achievements same as the decision making is relying on the basis of appraisal results. Performance appraisal is essential in training and development to assess the capabilities and, clarifying the training needs. (Thomas, S. L., & Bretz Jr, R. D. 1994). For companies such as Starbucks they are committed to set sails by using a Continuous Improvement methodology, the answer appears to be clear. The performance appraisal process. How do we address personnel problems when they occur? And, how do we insure consistency and fairness in the process? (**Rasch**, L. 2004) Here are some suggested steps to consider. **Establish a system** for individual professional growth for all employees for identifying training and professional growth opportunities. Especially if there is no past performance rating, the concentration is on positive opportunities with the added goal of improved alignment with companies' objectives. **Develop and implement a system for special performance appraisals.** This system will allow Starbucks to work with individual employee

personnel issues that occur. Special performance appraisal systems concentrate on specific problems, and present equal opportunities for success the special performance appraisal policy and procedures should receive a legal review for fairness and compliance with laws. **Work with supervisors** to develop an understanding of Continuous Improvement leadership concepts. Leadership training is important to organizational success. The greatest challenge is implementing these concepts in Starbucks company.

To an effective employee performance appraisal, it should be **two-way conversation** it should no longer be treated as performance evaluation. **Take time for reflection** is the standard for most performance appraisals. Take their time to review behaviors achievements. **Create a coaching moment** Managers have to act as coaches, and guiding instead of judging employees' performance. **End meeting with clear future insight** After reflecting on the past performance, a manager and his employee need to look toward the future.

# G.O.O.D. PERFORMANCE REVIEW

## PURPOSE

Use this template to help guide an effective one-on-one conversation.

### Goals:

- What long-term goals have we agreed to?
- How have things gone since we last spoke?
- What are our plans until next time?

### Obstacles:

- What's standing in your way?
- What have I noticed getting in your way?
- What can I do to help? What can you do?

### Opportunities:

- What are you proud of that people don't know about?
- Do you feel you're growing toward where you want to be?
- What could we do to make this your dream job?

### Decisions:

- What actions will you take before next time?
- What actions will I take before next time?
- What others big decisions did we make?

### G.O.O.D. Feedback is:

Specific

*Can you give me an example?*

Frequent

*Wish I'd known this sooner.*

Outcome-Focused

*Why does this matter?*

Positive

*What am I doing well?*

Conversational

*When do I get to talk?*

*Figure 3 Performance Appraisals*

**3. job listing including starting salary information for the following position: secretary, marketer, operation manager.**

<b>Company</b>	Starbucks
<b>Job Title</b>	Office Secretary
<b>Location</b>	Oman- Muscat
<b>Working Hours</b>	40 hour a week
<b>Starting Salary</b>	350 OMR
<b>Closing Date</b>	1-MAY-2021

**Eligible Applicants**

The position advertised is open to both domestic and external applicants.

**Office Secretary Job Description**

Office Secretary keeping the smooth function of an office work in a several administrative and clerical responsibility. handling office schedules, meetings and visits, organize files, reply to phone calls and perform other essential tasks. Office Secretaries work directly for the company or the office management, and based on the experience she or he may also supervise other clerical staff.

**Duties and Responsibilities**

- Scheduling and calendar of appointments, meetings and other actions.
- Welcoming guests, replying to the inquiries and direct
- Managing phone calls, supplying and getting data and talking to a suitable people

- Type, and edit and prepare letters and other documents.

### **Office Secretary Skills**

- secretarial and clerical work experience.
- Excellent in word processing, database, and spreadsheet software.
- Good understanding of office practices and methods.
- Solid understanding of filing systems.

### **Qualifications**

- a minimum, a secretary high school diploma.
- Computer, word processing and spreadsheet.
- community college is an asset
- Excellent both written and speaking English and Arabic

<b>Company</b>	Starbucks
<b>Job Title</b>	Marketer
<b>Location</b>	Oman- Muscat
<b>Working Hours</b>	45 hour a week
<b>Starting Salary</b>	450 OMR
<b>Closing Date</b>	1-MAY-2021

### **Eligible Applicants**

The position advertised is open to both domestic and external applicants.

### **Marketer Job Description**

looking for a creative and motivated individual to help our company to promote and execute our programs and lead engagement opportunities. The ideal candidate would have the capabilities to assist in the planning and project management of the experiences, help build creative strategy and a media plan to promote them, and ultimately execute the experiences and serve as a positive brand point.

### **Duties and Responsibilities**

- Participate in the promotion and advertising of Starbucks events, content and programs th yearly, including creative strategy, , media strategy and media buy.
- Project manage the details, communications and execution of starbucks Engagement opportunities.
- Assist in the development and implementation of new starbucks initiatives with various



departments, vendors, and partners

- Serve as a liaison to the fans, excellent customer service and brand oriented

### **Qualifications and requirements**

- Bachelor's degree in Marketing, Advertising, or Communications
- Demonstrated creative advertising or marketing experience
- Excellent written and spoken communication skills and detail oriented
- should have the ability to handle multiple tasks simultaneously
- work a varied schedule including evenings, weekends and sometimes holidays.

### **Language**

- Excellent written and spoken English
- Excellent written and spoken Arabic

<b>Company</b>	Starbucks
<b>Job Title</b>	Operation Manager
<b>Location</b>	Oman- Muscat
<b>Working Hours</b>	45 hour a week
<b>Starting Salary</b>	800 OMR
<b>Closing Date</b>	1-july-2021

### **Eligible Applicants**

The position advertised is open to both domestic and external applicants.

### **Job Description**

As an operations manager on Starbucks Retail Operations Services and Implementation team you will contribute to Starbucks development by providing operations expertise and consultation in the creation of partner facing materials that enable our retail locations to train and launch promotional periods for our customers. Also consulting and developing retail partner communications and manage platforms. consulting and identifying opportunities and effective performance in reinforcing of the Starbucks partner, customer, and business.

### **Duties and Responsibilities**

- Determine holistic promotional strategies
- Manage and building timelines for the deliverables for promotional materials
- Manages contents and organization of partner facing materials in several systems

- Consult with managers and program managers to assist and make strategic decisions that influence in how information arrives in the retail locations
- retail operations and expertise on projects, and initiatives to enhance performance relative to sales, profitability and the customer and partner satisfaction

**Qualifications:**

- communicate clearly and concisely, both oral written
- Ability to operate across all levels of the organization
- Willingness/ability to have a flexible schedule
- Knowledge of MS Office Suite
- two years of Store Manager experience
- two years of administrative experience

**Language**

- Excellent written and spoken English
- Excellent written and spoken Arabic

#### 4. health, safety and wellbeing guide for the company

HSW represent values in themselves. Health, safety, and well-being are significant to most people's lives, the value aspects of HSWG are most tangible to realize the workplaces free of accidents or serious accidents and harm. Zwetsloot, G. I., Van Scheppingen, A. R., Bos, E. H., Dijkman, A., & Starren, A. (2013). The main reason of safety and health programs is to prevent workplace injuries, sickness, and deaths losses, In addition to suffering from financial losses. That will affect workers, and their families.

#### health, safety and wellbeing guide for the company

Bullying, violence and harassment	Disrespectful customers	Wellbeing and stress
Personnel protective equipment	Risks and how to manage them	Women health and safety
Safety	Compensation	Resources for health and safety

## **Bullying, violence and harassment**

Bullying harassment and violence can take several forms in the workplace, and can be harmful to employees mental and physical health state. can occur in any workplace; some jobs bring a higher risk of violence than others. We need to make it clear that there's zero tolerance of threats and violence towards employees, and take all reasonable precautions to keep them safe. In addition, legal protection against harassment age of a person, sex, permanent disability, , religion sexual orientation or gender discrimination. All types of bullying and harassment are prohibited. Although an informal approach can be helpful as a first step, to acquire a formal procedure that we can use. Our priorities as managers is to reduce or eliminate such misconducts. ,and to ensure that there is zero tolerance of violence and threats towards employees at the workplace and take all necessary steps to enforce this policy.

## **Wellbeing and stress**

a certain amount of pressure at work, that's normal. But too many working people struggle with unmanageable levels of stress need to be highlighted. Every year, In Starbucks many workers can suffer from stress-related sickness, working hours. The impacts on the workers physical and mental health can be reduced. there are several steps we can undertake that will help. For instance: talking to, co-workers or the union rep, seeking advice from your GP or a health person getting regular exercises and eating well. Starbucks provide health. Dental, vacation and a full retirement plan, they treat their employees with dignity and respect.

## **Personal protective equipment (PPE)**

Protective equipment is not a substitute to other safety measures, just a last option when risks can't be managed. Any equipment must be appropriate and suitable to the situation and

suitable for the worker needs and size.

## **Risk Management**

Managers need to work out what hazards there are and judge what level or to which extent of risk they pose to workers health and safety. Then they have to figure out ways to reduce and eliminate the risk of harm. Workers also have a legal obligation to take reasonable care of self-health and safety and that of others who could be affected by their behavior. They must also work together with their employer to make sure health and safety laws are followed. Using the five steps to risk managements Identify **hazards, decide who may be harmed, assess the risks and take action, make a record of the findings, review the risk assessment.**

## **Women and health and safety**

for pregnant women, the law requires employers to pay special attention to any workplace hazards that might affect the worker or her baby. Such as chemicals, radiation, heavy lifting, inadequate toilet facilities, or travelling during rush hour.

## **. Compensation**

<b>Pay Classification Action Guidelines</b>	<b>Vacancies or New Positions</b>
In-Range Adjustments In-Range Adjustments for Re-evaluated Positions Career Ladders Reclassifications	Classifications Requiring HR Compensation Approval Prior to Use Position Classification Descriptions Job Descriptions)
<b>Salary Structure</b>	<b>Retention</b>
Adjustments to the Non-bargaining Staff Salary Range Structure Physician Target Salary Groups Position Classifications into the Pay Structure Staff Salary Structure	Alternative Work Arrangements Counter Offers Internal Equity Adjustments Mass Salary Update Guidelines Retention Offers
<b>Rewards and Recognition</b>	
Recognition and Incentive Programs	

## **5. Conclusion**

In this paper it has been shown a criticism of Starbucks HR policies and proposed new HR policies that concentrates on improving employee's retention based on motivation using Maslow hierarchy of needs, practices for effective customers service, and the use of technology. We also developed an employee performance appraisal, by establishing a system for individuals professionals in addition, we have Create job listing for three positions secretary, marketer, operation manager. Also, the assignment created a health, safety and wellbeing guide for the company demonstrating violence, work stress and wellbeing, beside a compensation structure.

The main purpose of this assignment is to construct a human resource policy guides, assess a company's human resource needs and evaluate the overall health and safety of employees for a company as we have discussed.



## 6. References

- Kessler, I. (1993). Human resource management. *WORK EMPLOYMENT AND SOCIETY*, 7, 313-313.
- Legge, K. (1995). What is human resource management? In *Human resource management* (pp. 62-95). Palgrave, London.
- Tikson, S. D. S. (2018). Human Resource Policies and Work Culture: A Case of Starbucks. *JBMI (Jurnal Bisnis, Manajemen, dan Informatika)*, 15(1), 1-12.
- Sandhya, K., & Kumar, D. P. (2011). Employee retention by motivation. *Indian Journal of science and technology*, 4(12), 1778-1782.
- Terera, S. R., & Ngirande, H. (2014). The impact of rewards on job satisfaction and employee retention. *Mediterranean Journal of Social Sciences*, 5(1), 481.
- Bartley, B., Gomibuchi, S., & Mann, R. (2007). Best practices in achieving a customer-focused culture. *Benchmarking: An International Journal*.
- Rogers, E. M. (1986). *Communication technology*. Simon and Schuster.
- Thomas, S. L., & Bretz Jr, R. D. (1994). Research and practice in performance appraisal: Evaluating employee performance in America's largest companies. *SAM Advanced Management Journal*, 59(2), 28.
- Rasch, L. (2004). Employee performance appraisal and the 95/5 rule. *Community College Journal of Research and Practice*, 28(5), 407-414.
- Zwetsloot, G. I., Van Scheppingen, A. R., Bos, E. H., Dijkman, A., & Starren, A. (2013). The core values that support health, safety, and well-being at work. *Safety and health at work*, 4(4), 187-196.