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## 1- Introduction

In this assignment, we will critique the Human Resource Policy of one automotive company which was working in Oman over 40 years and it is under umbrella of one of 5 leading automotive companies in Oman, its HR policies is professional but as HR consultant still feel that there some development should be carried out on it and I will outline that below, then I'll propose some of HR policies for GAC which is related to the Employee Retention and employee performance appraisal, in addition to add some of effective customer service practice and how can we invest the new technology to improve our interoffice communication, after that I will list some of job listing which is belonged to Dealer Administrative Assistant (Secretary), Marketer and finally Service Manager as operation manager.

At the end we go through the Safety, Health and Wellbeing guide through this great company which will fulfill the required information to protect all entire employees.

## 2- Critiquing the HR Policy of General Automotive Company LLC.:

General Automotive Company LLC (GAC), is one of Zubair Automotive Group (ZAG) and working in Oman, this company that established in 1978, is representative one of leading brand in the automotive field which is Mitsubishi Motors in addition to FUSO Truck that belongs to Daimler Group recently, so since GAC is part of group, its HR Policy is conducted to the group and can say that it fulfils most of required HR Policy topics with some modifications on others as below:

- **Equal Employment:** It's mentioned in the policy that the company will secure the equal opportunity as employer, but according to current circumstances and amendments in the Omani's labor law that every company should match the Omanization rate that was approved recently, so the equal employment should be linked to Omani's labor law (example: 90% of Driver job should be Omani nationality).
- **Health And Safety:** The updating on the rules in the HR Policy, isn't matching the importance of COVID19 Pandemic current situation, as example no clear rules how the company will deal financially and administratively for the employees who can't join back

the work due to restrict of flights, or how the quarantine period because of infection or be contacted with infected person will be calculated in addition to the situation of working remotely for the support departments.

- **Non-Fraternization:** Nothing mentioned in the HR Policy about the romantic relationship which may effect on the workflow, which is in my point of view should be prohibited between any manager and his/her supervisor even if it's direct or indirect which may lead to disciplinary action up to termination.
- **Property Vehicle:** it's very nice that the property vehicles which will be provided to the employees as company car are linked to the grade of the employee, but it's not mentioned clearly when this property vehicle will be replaced with newer model for every grade.
- **Employee Purchases:** the policy of the employee ability to get specific discount on any vehicle need to be purchased from the dealer as personal use isn't subjected to the number of the vehicles through limited period (as example, one car every year).

### **3- Proposing New HR Policies for GAC:**

Since GAC is part of ZAG so almost the current HR Policy is matching the requirement, but recently through COVID19 Pandemic situation, some changes happened on the labor law which need to be in line with it specially the NOC (No Objection Certificate) which now isn't mandatory to switch jobs in Oman (Oman observer, 2021).

I will focus on the below points in my HR policy proposal:

#### **3-1 Employee Retention:**

Employee Retention is choosing the best employees and finding ways to keep them in the company, so to adapt this, GAC need to secure the following:

- **Salary incremental:** The salary incremental will be linked to Omani labor law guidelines and yearly appraisal, in addition, that every grade will have limit of salary value which obliged to move to next grade if it's exceeded. The details of grade and salary index will be explained in the related appendix.

- **Incentive Program:** Every department will create incentive program which will be linked to the target and productivity or efficiency in addition to the customer satisfaction indicator and it should be announced in the notice board to be sure that's visible for all concern employees.
- **Rewards Program:** The company commits with the reward program which will depend on the best achievement target every month and who keep achieving his target 3 times in a row will be eligible for entering the Rewards Program which will be explained in the related appendix.
- **Insurance System:** Any employee with us has the right to get free medical insurance through the group, in addition it'll be our pleasure also to provide same grade of medical insurance for the expat employees and their families (till 3<sup>rd</sup> child) who their residents or visa issued through ZAG, since the Omani's national will get an allowance in the salary which will cover maximum 5 members since the government medical centers are free of charge for Omani's nationality.
- **Training And Development:** HR department of every company will secure that a training and development program was assigned for every level in every department to keep our employees with high skills and its HR role to support managers to achieve the objectives which is related to training and development, also we will provide opportunity for all employees to apply their training needs through system which will be monitored by HR department to ensure that all training employees needs are followed up and applied.

### **3-2 Effective Customer Service Practices:**

- **Hiring Right Employee:** It's ZAG policy to hiring the right employee in its group, the recruitment process will be pass through many channels as:
  - I. one to one interview or through telephonic or online interview with direct manager and HR representative.
  - II. The candidate should pass the exams that's related to the Emotional Reaction, English Competency and Customer Service Experience tests that are related to the concern vacancy and will be done through third party with high confidentiality.

III. Only the candidates who succeed the above 2 mentioned points will be eligible to meet ZAG vision and mission.

- **Induction Training:** all employees with different levels should carry out the initial induction training based on the level grade of the employee which will provide more skills to the new employees specially by dealing with customers in different department whether it's internal customer or external one.
- **Obtaining Customer Feedback:** Since ZAG is always taking care of its customer satisfaction so the top management will carry out survey of Customer Satisfaction Indicator for every company in group through external party or any other channels to be sure that the ZAG vision is implemented in the correct way.
- **Customer Concern Management System:** every department in every company in ZAG group will follow the guidelines of the CCMS which concerns of customer complaints through our Customer Relationship Management and requests from all levels of employee to deal with customer concerns on high priority and responsibility, more information about CCMS will be explained through the induction training.
- **Customer Service is everybody's job:** according to the ZAG vision, we would like to clear that all employees should contribute to overall of the customer experience, and all employee levels have a role in customer service and satisfaction, so we need to work together to keep our CSI in high level, and it is manager's responsibility to follow up that in their teams and request the appropriate training for that to match ZAG vision.

### **3-3 Use of technology to improve interoffice communication:**

- **Covid19 Pandemic:**
  - **Online Meeting:** Since all members of ZAG are valuable and due the current situation and heightened risk of both contracting and passing on Corona Virus (COVID19), so our IT department has enabled video conference meeting through Microsoft Teams as a substitute of face-to-face meeting.

- **Staff Covid-19 Declaration:** As part of ZAG efforts to mitigate the ongoing Coronavirus risk, we will shortly be introducing a Staff Covid-19 Declaration that is required to be completed on weekly basis prior to attending of employee normal work duties. Links to a quick survey will be sent out every weekend to all ZAG staff via email and SMS, which we kindly request that everyone completes it to help us assess any potential risk and significantly reduce possibilities of further contamination within the workplace, once your survey has been completed and submitted, you will receive confirmation to attend your duties as normal. Equally, if any possible infection risk is identified you will be immediately contacted by a member of our HR or HSE team, who will explain what to do and help you manage the situation.
  
- **ZAG Maintenance Ticketing App:** It will provide a user-friendly experience via Mobile/Desktop/Laptop to connect ZAG staff with maintenance support professionals through the Admin department. Staff can quickly find solutions to the essential maintenance issues, track the progress of open tickets, and review details of previous requests. This App requires a small amount of setup to make it your own. This App has a robust escalation mechanism to oversee the job at each level. It will play a significant role to bridge the End-user request, Admin follow up and Third-Party action on the request raised, more information about the guidelines of this app will be circulated via mail for all employees.
  
- **MENAME App:** It is an app that provides all required information for every employee, since everyone will have username and password and he/she can review or apply anything of the following:
  - **Online Request:** which includes Vacation, Absence, Overtime, Allowance Requests, and the employee can apply for any through that.
  - **Personal Data:** it includes employee's personal data like address, contact number, qualification, his status (marriage or single), certificates, Practical experience, training courses.
  - **Financial Data:** if any employee changed his Bank data so e will add it in this field to notify financial department for that.

- **Evaluation:** in this field the employee will find his records of evaluation and he/she can evaluate himself to notify the management about any progress or improvement in his/her side.
- **Training Request:** He/She can submit for training request that feels he need to get it, also he can find he/she evaluation for the completed training course in addition to a copy of certificate.
- **Miscellaneous Request:** which includes any other request from employee to the management through HR like, Passport withdraw, Visa for any his relation, Salary Certificate, Business Card.... In addition to Resignation, Business Trip requests.

Then the request will be sent for approval from direct manager and HR department and in some cases financial or GM, and every employee can track his request's approval and follow it up.

### **3-4 Create employee performance appraisals:**

- **Importance of appraisal:**
  - The performance tool is a vital tool for both parties, employee, and employer.
  - In every task, some individuals perform more effectively and efficiently than others.
  - Outstanding performers do their jobs differently and possess different competencies (i.e., characteristics, traits, motives) than average performers.
  - The ideal way to identify the characteristics that predict superior performance is to study the behaviors of top performers.
- **Appraisal Categories:**
  - **Target:** If the employee is matching the allocated target or not, and for productive employee, it will depend on their efficiency (Time taken to do the job vs. the time allotted for the job), and it will get 35% of total appraisal.
  - **Customer:** it will be divided to 2 segments, one of them related to the CSI Score, and the other is for Business Improvements (continually look for ways to improve business best practice performance in any dept & communicating ideas for review) and everyone will get 15% of total appraisal.



- **Internal Process:** It will be divided to 2 segments also, one for the attendance (annual leave and sick leaves within the allowed limit) and the second for the Internal Relations (ensure excellent working relations with colleagues) then the Third for House Keeping (Cleanliness of workplace, maintenance of equipment, HSE practices) and every segment will get 5% of total appraisal.
- **Competency:** Is an observable and/or measurable knowledge, skill, ability, attitude or behavior or other personal characteristic of an individual that's essential to perform the job, it will be divided to Passion, Innovation, Trust, Collaboration, Care and respect, Impact and Influence, Authority and Accountability, Analytical Thinking, Flexibility, every segment will get 1.5% of total appraisal.

Then the manager or supervisor will fill in every field the achievement percentage for every segment, then the total will be calculated according to the segment's percentage.

The evaluation of every employee will depend on the below:

- Below 75% will be considered as Unsatisfactory Performance and need review weakness points and work on it (it's not allowed to get 2 years sequential unsatisfactory performance).
- Between 75% to 90% will be considered Below Target and need more training on low score.
- Between 90% to 100% will be considered as Meet the Target and is obliged for yearly increment.
- Above 100% will be considered as Exceeds the target and he will be obliged for reward program.

#### **4- Job Listing for GAC:**

for any job listing we need to recognize GAC first then add the job listing so we will start with GAC recognition which will be same for all job listing:

##### **4-1 Who we are:**

General Automotive Company LLC. (GAC) is a part of Zubair Automotive Group and was founded in 1978 to dealership for the one of automotive leading company Mitsubishi Motors and FUSO Trucks, it was certified with ISO 9001:2015 quality standard. Customer Satisfaction is one of our success keys so over the years we are working hardly to matching our vision, and already has network with around 13 branches all over Sultanate of Oman.

#### **4-2 Secretary or Dealership Administrative Assistant (DAA):**

- **Job Summery**
  - Dealing with the telephonic, mails or App inquiry with very high manner and professionalism.
  - Organizing the filing and the administrative tasks.
  - Follow up the Executive Schedules, like arrangement, tickets, and meeting.
  - Act as spirited point of the communication between internal and external customers.
  - Support in any other duties as needed.
- **Qualification and skills**
  - High School Diploma is required.
  - 3 years of experience in similar field specially in automotive.
  - Proficiency in the PC Microsoft Office and Google Docs.
  - Excellent in communication skills, ability to priorities, attention.
  - Strong Organizational skills.
- **Job Type:** Full Time (8 Working Hours/day, 40 Hours/week).
- **Starting Salary:** 600 - 800 OMR.
- **Benefits:** Medical Insurance, Allowance, Employee Discount.

#### **4-3 Marketer:**

- **Job Summery**
  - Implement the marketing plan that was set by Marketing Manager.
  - Deal with Sales, Service, Parts department to implement the attractive marketing campaigns or required events and leads the social media.
  - Analyze the marketing campaign results by preparing report with details about concern campaign and report it to Marketing Manager.

- Coordinate with marketing agencies to apply the marketing plans as per budget and branded recommendation.
- Maintain and develop the digital marketing over the platforms including websites.
- Do research about our competitors' activities and maintain the product knowledge in the market.
- Keep customer relationship in high positive range.
- Work and maintain all operations within the ISO 9001:2015.
- **Qualification and skills**
  - 2-4 years of experience in similar field specially in digital marketing of automotive.
  - Proficiency in the PC Microsoft Office and Google Docs.
  - Excellent in communication, Inter-personal and build customer relationship skills.
  - Have an ability to work successfully as teamwork across other departments.
  - Good Experience in dealing with digital advertising.
- **Job Type:** Full Time (8 Working Hours/day, 40 Hours/week).
- **Starting Salary:** 400 - 700 OMR.
- **Benefits:** Medical Insurance, Allowance, Employee Discount, Mobile, Annual bonus.

#### **4-4 Operation or Service Manager:**

- **Job Summery**
  - Acknowledges and review customer complaints to resolve complex issues and escalate it as needed.
  - Actively manages the costs of the branch to ensure cost rationalization efficiency and resource optimization.
  - Cascades the service strategy to the team and sets action plans to ensure targeted/budgeted gross margins are achieved/exceeded monthly and set key performance indicators for the team in line with the action plans.
  - Contributes to create and implement service marketing campaigns in conjunction with the Marketing team to enhance service turnover and market share.
  - Ensure high level of technician competency, productivity, and efficiency.

- Maintain strong relations with customers to identify explore and develop business opportunities (to increase customer retention).
  - Manages the customer resolutions process effectively and efficiently.
  - Manages the ordering, maintenance and replacement of special tools and equipment to ensure an efficient working environment.
  - Participates in meeting with Principles to discuss product issues and resolutions.
  - Reviews monthly Profit & Loss report to set action plans as needed.
  - Work and maintain all operations within the ISO 9001:2015 and HSE standards set by the company.
- **Qualification and skills**
    - Diploma in Mechanical or Automobile Eng. With specific expertise in motor mechanics.
    - Minimum 5-7 years of experience within the automotive industry, (Internal) out of which 2 years must involve managing operations and team leading (External).
    - Proficiency in the PC Microsoft Office and Google Docs.
    - Excellent in communication, Inter-personal and build customer relationship skills.
    - Have an ability to work successfully as teamwork across other departments.
    - Written and verbal communication in English Mandatory / Arabic Desirable.
    - Understanding service financials.
  - **Job Type:** Full Time (8 Working Hours/day, 40 Hours/week).
  - **Starting Salary:** 1500 - 2000 OMR.
  - **Benefits:** Medical Insurance, Allowance, Employee Discount, Incentive Program, Company Car, Mobile.

## **5- Health, Safety, and Wellbeing guide for GAC (ZAG):**

### **5-1 Health, Safety and Environment Policy:**

ZAG is committed to ensuring the health, safety and welfare of its employee, customers, and visitors. However, we all have a duty to take reasonable care for the health and safety of others and ourselves, also to cooperate with the company in creating a safe working environment.

We recognize that our employees are our most important resource, and we are committed to a target of zero accidents at our workplace, ZAG will comply fully with the laws and statutes of the Sultanate of Oman and apply more stringent standards and procedures where the company considered it appropriate to do so.

All employees associated with ZAG operations must be aware of the following:

- 1- The HSE policy is as important as other company policies.
- 2- Managing health, Safety and Environment protection is everyone's responsibilities.
- 3- All relevant HSE matters should be communicated to all employees to have high level of HSE awareness throughout the organization.
- 4- A mechanism is established to prevent or minimize HSE violations, including appropriate and effective corrective/disciplinary actions for violators.
- 5- HSE was included in the employee appraisal calculation and will effect on his/her appraisal.
- 6- All deficiencies should be identified, recorded, and actioned immediately.
- 7- In case of accident happens, it should be dealt as specified in Health and Safety Manual and at the same time it should be reported to the safety officer.

This policy will be monitored by HSE department Quarterly and report it that to Top Management.

#### **5-2 Special instruction for COVID19 Precaution:**

- 1- The body temperature of all employees should be checked by security before start work.
- 2- All employees must keep minimum distant 2 meters with each other as well as the customers during working day.
- 3- Visitors are not allowed to visit the office unless get prior appointment before entry and only one at the time allowed.
- 4- All employees must use tissues or use elbow While sneezing or coughing.
- 5- All employees must wash their hands with soap and use a sanitizer frequently.
- 6- All employees must dispose used tissues/mask and gloves safely into trash bins.
- 7- All employees must wear mask and other preventive means where appropriate.

- 8- Technician must use the gloves and Mask before driving the customers' vehicles to and from workshop.
- 9- Security staff not to allow staff entrance/exit who are not wearing mask/glove.

### **5-3 Housekeeping and General Workshop Safety Policy:**

Good Housekeeping is the basic factor of accident prevention, it's also the primary defense against accident and injury in workplace, also the workshop contains many potential hazards, so with proper control these hazards can be eliminated as:

- 1- Work areas should be kept uncluttered and clean upon completion of operations or at the end of the day, 5S (Sort, Set, Shine, Standardize and Sustain) training will be conduct through induction training to clear the importance of it.
- 2- Emergency equipment and controls must not be blocked, and hallways and stairways not used as storage areas.
- 3- Work benches and shelves are not overloaded with unused materials, equipment, chemicals, or other products.
- 4- Always use the appropriate personal protective devices and check that they are clean and in good repair before and after use.
- 5- Consuming food, drink, smoking and using mobiles aren't permitted in the not allowed areas and time.
- 6- Always ask for instructions before using an unfamiliar equipment, report for damaged equipment and do not use it until it has been repaired.

### **5-4 Personal Protective Equipment (PPE):**

Personal Protective equipment means all equipment designed to be worn or held by person at work to protect against one or ore risks, and should follow the below:

- 1- Whenever you see a sign of PPE you have an obligation to wear it as condition of employment and as legal point.
- 2- Make sure that the provided PPE is adjusted and comfort to be used when it's requested.

- 3- Training of using PPE will be induct in the induction training which should be before starting the work.
- 4- If you have any doubt of using your PPE, please ask your supervisor.
- 5- Immediately report any defect in your PPE to your supervisor to enable him to take the required action.

#### **5-5 Fire Protection:**

Most studies show that 90% of fires are a result of careless action, we shouldn't forget that not following the instructions of avoiding fire could lead to huge disaster

All instructions about What should you do when facing a fire, or using extinguishers, or how to use first aid and locations of it, or the treatment of well-known injuries will be included in the induction training and mentioned in the Healthy and Safety book that is available with the Admin of every company.

#### **5-6 Car Accident:**

Since we have place for customer or employee car parking, so there a chance for any accident, so we need to follow the below instruction in case of any accident:

- 1- Always keep personal documents with you (ID Card, Car License, Car Ownership, Company ID) which should be valid.
- 2- Follow all the road rules and signs and drive carefully.
- 3- Leave enough distance between your car and other cars.
- 4- Drive with expectations that the other drivers can do mistakes that may make accident.
- 5- In case of any accident, Please call your concern HSE person and he will guide you.

All required contact number for the Admin and HSE department will be available on the board of your working area.

## 6- Conclusion:

As we find that the HR Policies is same of the constitution in the country, and it will be the handbook for the employee to know their rights and responsibilities through their working in the company or organization.

On the other hand, The HR Department is the department that need to manage the implementation of this constitution in fair way and should help to build the loyalty of the employee through adapting all company policies, and its role starts from choosing the right person in the right position till resignation or retired.

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