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I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.

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## **Module Objectives:**

1. Construct human resource management policies.
2. Assess the human resource needs of an organization.
3. Design professional development programs for employees.
4. Evaluate the health, safety, security and welfare of employees.
5. Revise employee performance appraisals.

## **Module contents:**

### **1. Human Resources Management:**

Human Resources have played a significant role in the economic development in most developed countries such as United States of America, Britain and Japan among others. It can, therefore be concluded that a developing country like Sudan, with its rich natural resources and the necessary financial support can also experience such economic success if the appropriate attention is given to the development and training of her human resource. It is thus seen that taking adequate steps to ensure that people acquire the necessary knowledge and skills. The provision of secondary and technical schools, vocational training institutes and colleges, professional and tertiary institutions, as well as the educational reforms currently taking place in the country, are all geared towards the acquisition of skills and knowledge to ensure effectiveness and efficiency in our workplaces.

### **2. Manpower Planning Recruitment and Selection:**

Manpower planning is assisting the section and recruitment of employees in the organizations , this done by making assessment and evolution of the degree that the candidate has awarded. This transformation is based upon the recognition that, in addition to coordinating human resource strategies and MIS with each other, they need to concentrate on strategies such planning, training, recruitments, and

developments to compete effectively and maintain a strategic position in the banking sector.

In order to position the financial institution for success, HR Department is entitled to engage in workforce planning. Corporately, three key principles have been identified to assist organisations in managing the workforce changes.

### **3. Introduction, Training and Employee Development:**

Beardwell and Holden (1993) argue that the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized. They add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, and this means considerable and continuous investment in training and development. It is the view of Beardwell and Holden (1993) that Human Resource Management concepts such as commitment to the company and the growth in the quality movement have led senior management teams to realize the increased importance of training, employee development and long-term education. Such 11 concepts require not only careful planning but a greater emphasis on employee development.

According Cole (2002:330), in his book Personnel and Human Resource Management, training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few. Training is the planned and systematic modification of behavior through learning events, activities and programs which results in the participants achieving the levels of knowledge,

skills, competencies and abilities to carry out their work effectively (Gordon 1992:235). Pheesey (1971:130) defines training as the systematic process of altering the behavior and or attitudes of employees in a direction to increase the achievement of organizational goals. This means for any organization to succeed in achieving the objectives of its training program, the design and implementation must be planned and systematic, tailored towards enhancing performance and productivity. The Manpower Services commission of the United Kingdom, which was set up by the 1973 Employment and Training Act defined training as a planned process to modify attitude, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities. According to them, the purpose of training in the work situation is to develop the abilities of the individual and to satisfy the current and future of the organization. Most organizations have long recognized the importance of training to its development. As new technology progresses, making certain jobs and skills redundant, an increasing emphasis is being placed on the need for a skilled and highly trained workforce. Many of the jobs being replaced by machines have been of an unskilled and semi-skilled nature, and this emphasizes the need for higher education and skills for those wishing to gain employment in the future. According to Armstrong (1996:11), expressing an understanding of training emphasizes that training should be developed and operated within an organization by appreciating learning theories and approaches if the training is to be well understood. This was also affirmed by Sherman et al (1996:13). They expressly indicated that the success of a training program depends more on the organization's ability to identify training needs and the care with which it prepares the program so that if the trainees do not learn what they are supposed to learn, the training has not been successful. They further indicated that training experts believe that if trainees do not learn,

it is probably only because some important learning principle had been overlooked. What they are saying is that the success or failure of a training program is frequently related to the recognition and application of basic psychological principles of learning. This assertion is not necessarily right. If the trainees do not learn anything then of what benefit will they be for the organization. If trainees return empty, with nothing to contribute, it can also mean that even though the organization might have done all that is necessary to ensure a successful training program, the wrong candidate might have been selected for the training program. McGhee et al (1996:54) wrote on the nature of learning and said learning is a term used to describe the process by which behavioral changes results from experience. They also said the fact that learning has occurred could only be inferred from a comparison of an individual's behavior prior to the experiences of specific kinds of task. This is not to say that there has been no learning if there is no overt behavioral change. Since training generally is intended to provide learning experiences that will help people perform more effectively in their jobs, organizational training should follow the learning principle. Training therefore can be explained as a planned and systematic effort by management aimed at altering behavior of employees, in a direction that will achieve organizational goals. A formal training program is an effort by the employer to provide opportunities for the employee to acquire job-related skills, attitudes and knowledge, McGhee et al (1996:55)

#### **4. Employees health, safety , security and Welfare of employees:**

Health is the general state of well being. It not only includes physical well being, but also emotional and mental well being.

1. Health promotion focuses on prevention rather than treatment or cure.
2. The core health promotion activities cover the following areas:
  - Healthy living.

- Eating wisely.
- Exercise and physical fitness.
- Smoking cessation.
- Stress management.
- Protecting oneself from workplace hazards.
- Educating employees about health-risk factors such as high blood pressure, smoking, high cholesterol levels, diabetes, a sedentary lifestyle, obesity, stress, poor nutrition etc.
- Occupational health programmes deal with the prevention of ill-health arising from working conditions. They consist of two elements:
- Occupational medicine, which is a specialized branch of preventive medicine concerned with the diagnosis and prevention of health hazards at work and dealing with any ill-health or stress that has occurred in spite of preventive actions;
- Occupational hygiene, which is the province of the chemist and the engineer or ergonomist engaged in the measurement and control of environmental hazards.
- Occupational health programmes : The control of occupational health and hygiene problems can be achieved by:

Eliminating the hazard as source through designing and process engineering.

- isolating hazardous processes and substances so that workers do not come into contact with them;
- changing the processes or substances used, to promote better protection or eliminate the risk;
- providing protective equipment;

#### **Training workers to avoid risk;**

- maintaining plant and equipment to eliminate the possibility of harmful emissions;
- controlling the use of toxic substances and eliminating radiation hazards
- good housekeeping to keep premises and machinery clean and free from toxic substances;
- regular inspections to ensure that potential health risks are identified in good time;
- pre-employment medical examinations and regular checks on those exposed to risk;

- ensuring that ergonomic considerations are taken into account in design specifications;
- establishing work routines and training – this is particularly important as a means of minimizing the incidence of repetitive strain injury (RSI);
- maintaining preventive medicine programmes which develop health standards for each job and involve regular audits of potential health hazards and regular examinations for anyone at risk.

### **Employee Safety**

- Safety refers to the act of protecting the physical well being of an employee.
- It will include the risk of accidents caused due to machinery, fire or diseases.
- Under poor working condition (stressful conditions), employees may not be able to concentrate on work, leading to serious accidents.
- Safety programmes deal with the prevention of accidents and with minimizing the resulting loss and damage to persons and property.
- The main purpose of effective safety programmes in an organization is to prevent work related injuries and accidents.
- Effective designing and implementation of workplace safety programs can minimize the loss and damage caused to persons and property by eliminating the risk of industrial accidents.
- In addition to it, the employee safety programs can result in substantial cost savings, increased productivity and establishing harmonious relations with workers.
- Workplace safety programs are not only effective in eliminating the risk of damage caused to person but is also an effective tool in retaining the existing and attracting new talent from the industry.
- Organizations can reduce the risk of accidents at workplace by identifying the level of risk, modifying the already existing policy and implementing it effectively. For this, it needs to design proper and efficient management programs to improve physical environment, employee assistance programs to help them diagnose and treat their stress-related problems.

### **Safety at work is important in terms of**

- Human Cost
- Financial Cost
- Legal Obligations
- Safety measures in a factory would cover:

- Slipping and falling hazards
- Collision and obstruction hazards
- Equipment hazards
- Fire hazards
- Hazards from falling objects

### **Employee Welfare**

- Employee welfare is comprehensive term including various services, benefits, facilities offered to employees by the employers.
- The welfare amenities are extended in addition to normal wages and other economic rewards available to employees as per the legal provisions.
- It is provided by the government, trade unions, and non- government agencies in addition to the employer.
- Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration.
- The welfare measures need not to be in monetary terms only but in any kind/forms.
- Labor welfare has the following objectives:
  - To provide better life and health to the workers.
  - To make the workers happy and satisfied.
  - To relieve workers from industrial fatigue.
- Features of labor welfare measures:
  - Labor welfare includes various facilities, services and amenities provided to workers for improving their health, efficiency, economic betterment and social status.
  - Welfare measures are in addition to regular wages and other economic benefits available to workers due to legal provisions and collective bargaining.
  - Labor welfare schemes are flexible and ever-changing. New welfare measures are added to the existing ones from time to time.
  - Welfare measures may be introduced by the employers, government, employees or by any social or charitable agency.
  - The purpose of labor welfare is to bring about the development of the whole personality of the workers to make a better workforce.



## **5. Motivation , Employee counseling resignations and Retirement:**

Managers often believe that existing personnel records systems are too flawed to be repaired. Conversely, some managers believe that the solution lies simply in improving the performance of the records staff and making minor improvements in filing procedures. In fact, while there are problems with staff quality, motivation and morale, there are also significant systemic and strategic reasons for the failure of personnel records systems. These include the following.

- The system may have been designed for a much smaller civil service and cannot cope with the volume of work of an expanded bureaucracy.
- The policy objectives and work processes for personnel management will no doubt changed, but the record keeping system may not have been updated to take these changes into account.
- Key operations such as payroll have been computerised, but the personnel records system may not reflect this or may not be linked to the automated system.
- The system for transferring files to a new location when a civil servant moves to a new posting may have broken down, leading to the extensive duplication of files.
- If root causes of the records breakdown are systemic, no amount of staff motivation will succeed in improving the situation. A strategic approach to repairing the system will be required.

The design of the strategy will depend upon individual circumstances and needs. It may well include improving the efficiency of records staff by measures such as introducing a training programme, building staff motivation and morale by a sensitisation programme on the value of records work. It will probably also include other measures such as changing regulations, and redesigning procedures, forms and even entire record systems. For these changes to be successful, the support of senior managers will be vital.

The head of every organisation needs to know how many people work for him or her, who they are, where they are, what responsibilities they have and how effective they are. Human resource planners also need to know the qualifications, competencies, dates of promotions and retirements of staff. In some countries, record systems have broken down to such an extent that accurate information on these topics is no longer available. Without this information it is impossible to deploy and manage staff effectively.

Personnel records provide a basis for decision making in every area of personnel work, including:

- human resources forecasting and planning
- recruitment and selection

- employment (including promotion, transfers, disciplinary procedures, termination and redundancy)
- education and training
- pay administration
- health, safety and welfare.

The existence of large numbers of false entries on the payroll (known as ‘ghost workers’) can represent a major cost to the civil service budget. Fighting the ghost worker problem is an important tactic for preventing waste and enabling the government to improve the pay of the employees who really do exist. It is impossible to eliminate ghost workers from the payroll unless it is possible to establish an authoritative list of staff. This can only be provided from accurate personnel records.

### **Performance Appraisals :**

The term performance appraisal refers to the regular review of an employee's job performance and overall contribution to a company. Also known as an annual review, performance review or evaluation, or employee appraisal, a performance appraisal evaluates an employee’s skills, achievements, and growth, or lack thereof.

Companies use performance appraisals to give employees big-picture feedback on their work and to justify pay increases and bonuses, as well as termination decisions. They can be conducted at any given time but tend to be annual, semi-annual, or quarterly.

A performance appraisal is a regular review of an employee's job performance and contribution to a company.

Companies use performance appraisals to determine which employees have contributed the most to the company’s growth, review progress, and reward high-achieving workers.

Although there are many different kinds of performance reviews, the most common is a top-down review in which a manager reviews their direct report. Employees who believe the evaluation's construction isn't reflective of their company's culture may feel dissatisfied with the appraisal process.

Performance appraisals are also called annual reviews, performance reviews or evaluations, or employee appraisals.

## **Remuneration :**

Employee Remuneration refers to the reward or compensation given to the employees for their work performances. Remuneration provides basic attraction to a employee to perform job efficiently and effectively.

Remuneration leads to employee motivation. Salaries constitutes an important source of income for employees and determine their standard of living. Salaries effect the employees productivity and work performance. Thus the amount and method of remuneration are very important for both management and employees.

There are mainly two types of Employee Remuneration

1. Time Rate Method
2. Piece Rate Method

## **Personnel Records and Statistics :**

Every organisation employs staff and creates personnel records. Staff are among an organisation's most important, and usually most expensive, assets. Like any other asset, staff are a resource that must be deployed to maximum advantage. The proper management of personnel records can make a significant contribution to this objective by ensuring that information is available to take decisions and to protect the rights both of the state and individuals. Moreover, because personnel systems are closely linked to payroll systems, improved personnel records will have a positive impact upon payroll management and thus upon the overall budget of the organisation. A personnel records system should run effectively whether it is in a purely paper-based environment or in the emerging electronic environment.

This module is not primarily concerned with the skills and techniques of personnel management, though inevitably it discusses the main functions involved. Rather, this module aims to identify and describe the types of records generated in the normal course of personnel management. The module then seeks to promote good

practice in the creation, maintenance and disposal of those records. The main focus is on the management of personal files, which are the 'case files' that relate to individual employees. Personal files comprise the main bulk of personnel records aim to help the records manager understand the role that records play in the whole range of issues involved with personnel management.

Its goal is to assist both records managers and non-records staff, including line managers and personnel staff, to manage personnel records in support of public accountability and good governance. The module will enable them to advise policy makers and personnel managers about the importance of effective personnel records management.

The module is written particularly for records managers who have completed their study of the earlier modules in this programme. It is addressed to those working in posts carrying managerial responsibility for personnel records. It will also be of value to managers in other disciplines, in particular personnel officers seeking a broader perspective.

The module provides an understanding of the management framework needed for the control of personnel records and their significance as a resource for public sector personnel management and human resources planning. It explores the role of these records as tools for monitoring staff numbers and performance as well as for protecting the rights of individual staff.

### **Conclusion:**

On the whole, the study sought to investigate the impact of training and development on worker performance and productivity in public sector organizations using Real Estate Commercial Bank as a case study and findings and recommendations provided. Real Estate Commercial Bank will need to take action to correct its training and development activities, and make sure the processes involved are duly followed.

The findings of this research indicated that Bank's nature of work depends mainly on high technological and sophisticated equipment. This makes continuous training and development of its human resource crucial and vital, taking into consideration the rapid technological advancement.

From the results of the study, it can be concluded that Real Estate Commercial Bank certainly had a well-established policy to invest in the training and development of employees, however the processes involved are not being duly followed.

It also organizes training programs from time to time for its employees to update their knowledge and skills and to ensure that maximum efficiency exist in bank. Employees who realized the need for change in attitude and want to develop themselves through formal education in order to be abreast with modern technological advances self-sponsored themselves to acquire these skills.

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## Appendices

### Example Form ( 1)

#### Job application :

Please complete the form below to apply for a position with us:

Full name :

First name

middle name

last name

Birth date

<input type="text"/>	<input type="text"/>	<input type="text"/>
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Month      day      year

Email address:

.....

Phone No. ....

**Example Form ( 2)**

**Employee Benefit Survey**

**How satisfied are you with the following benefits :**

	Very satisfied	Satisfied	Natural	Dissatisfied
Medical care plan				
Health and life insurance plan				
Disability insurance				
Retirement plan				
Dental plan				



## **Example Form (3)**

### **360 Degree feedback**

Please provide feedback for your managers , subordinates, and team members below:

Who would like to evaluate :

- Supervisor
- Coworker.
- Subordinate.

**Submit form**

**Example Form ( 4)**

PTO Request ( paid time off request)

To request your day(s) off, please fill out the form below

Form :

Month

day

year



**Example Form ( 5)**

**Employee Complaint:**

Tell us what happened in the form below:

Company Name :

Name of Employee

Date of complaint :

Supervisor's Name:

Describe accurately the details of your complaint and against whom:

Describe how the incident you are complaining about has impacted negatively on your work:

Describe how the company can deal effectively with your complaint :

Give additional comments which you believe will be important during further investigations of your complaint:

Supervisor's comments :

By signing you declare that all information you have given here is truthful and accurate.

Signature

**Submit complaint**