



EUROPEAN  
INTERNATIONAL  
UNIVERSITY



## COVER PAGE AND DECLARATION

	<b>Master of Business Administration (M.B.A.)</b>
<b>Specialisation:</b>	Strategy
<b>Affiliated Center:</b>	CEO Business school - Egypt
<b>Module Code &amp; Module Title:</b>	MGT530 - Human Capital Management
<b>Student's Full Name:</b>	Mamdouh Youssef Khaled
<b>Student ID:</b>	EIU2020577
<b>Word Count:</b>	3932
<b>Date of Submission:</b>	15-12-2022

**I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.**

**E-SIGNATURE:** Mamdouh Khaled

**DATE:** 15-12-2022

**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 Content**

- Introduction .....3
- 1- Criticism of the company's HR policies .....4
- 2- Proposal for new HR policies .....6
  - a. Improving employee retention .....6
  - b. More effective customer service practices .....9
  - c. The use of technology to improve interoffice communication .....11
  - d. Create/revise employee performance appraisals .....12
- 3- Create job listing including starting salary information .....13
  - a. Secretary .....13
  - b. Marketer .....14
  - c. Operations manager .....15
- 4- Health, safety, and wellbeing guide .....17
- References .....19

**Introduction:**

The term human capital refers to the value of the knowledge, capabilities, and skills of employees. It may include intangible assets such as education degree, practical experience, training, intelligence, skills, health, and other traits that companies value, such discipline and loyalty. Human capital is one of the most key factors for increasing productivity and thus profitability of a business. The more a company invests in its employees, the more the chances of its productivity and success. Therefore, companies seek to organize and manage human capital by setting clear policies and procedures to manage everything related to human capital, such as: appointments, job descriptions, salaries, wages, rewards, penalties, safety procedures, and occupational hierarchy. The company I work for (National Food Company) is always developing their policies to keep up with developments in the management of human capital and harness the latest technologies to make the best use of human resources.

## **1- Criticism of the company's HR policies:**

Like many companies, the National Food Company faces problems and challenges with its human resource policies.

**1.1- Compliance with laws and regulations:** a company's failure to completely comply with laws and regulations. may result in audits, legal action, and even bankruptcy.

In fact, it is difficult for the business to stay on top of all employment rules in the regions in which it conducts business and to make sure that all operations, hiring procedures, and recruitment procedures abide by local regulations, and the following are some potential solutions to this challenge:

- Hiring a one person at least or small legal team in the human resource department to be responsible for comprehending local employment rules and regulations and providing that person with the time and resources necessary to research and comprehend those laws and requirements.
- Obtaining legal advice from a third party regarding the laws and regulations.

**1.2- Health and safety:** For any business, health and safety should come first. and currently the company lacks a thorough health and safety program, which frequently exposes it to expensive lawsuits and injury claims. this challenge should be prioritized for immediate attention. and the following are some potential solutions to this challenge:

- Adopting and enforcing companywide health and safety procedures.
- Recruiting a health and safety representative or committee at the company and providing them with the resources and instruction required to research and comprehend local health and safety legislation.
- Giving them complete authority over health and safety within the company, giving them the authority to implement improvements, make adjustments, or, in extreme cases, temporarily halt activities
- Tracking workplace accidents and safety violations to avoid future workplace compensation claims.

**1.3- Retention rate:** finding and hiring top talent can be easy, but retaining them for the long term is a major challenge for companies HR. Unfortunately, the company is having some challenges to retain its employees, like:

- Lack of career development.
- Lack of growth opportunities.
- Benefits or wages that are not competitive.
- Catching the employees by external employees' hunters who provide good offers.
- Therefore, the company is required to provide some solutions to avoid employee's departure, such as:
  - Balancing culture, benefits and incentives that enhance employee loyalty and retention and make them think twice about leaving.
  - Continuously measure employee satisfaction using pulse surveys, one-on-one conversations, and meetings.
  - Making sure that compensation and benefits given by the company are competitive against others.
  - Measuring employee retention rates continuously and act if necessary.
  - Providing a positive work environment that includes participation, open dialogue, spirit of collegiality, and a fair compensation structure.

**1.4- Hiring top talent:** there is intense competition among companies to entice the best talent. Therefore, big businesses make use of every tool at their disposal to locate and hire the best candidates. Sadly, the company does not invest enough money to draw them. Oftentimes, the salary factor was the primary factor for recruitment, regardless skills, productivity, and performance, which was reflected in the company's performance overall. Here are some solutions that the company can follow to solve this problem:

- Considering the interest of the company in general, not just saving money.
- Direct hiring from colleges and universities to give eager, new hires a chance to succeed.
- Choose the best recruiters and let them do their duties.
- Hiring should not be arbitrarily, must putting up the effort and time required to choose and hire the best candidates.

**1.5- Compensation management:** One of the key issues facing the HR department is compensation and benefits. This is the primary concern for everyone and has a significant impact on everything from performance to engagement to productivity. Currently, the company is facing the following challenges in its compensation and benefits policy:

- Understanding how to set up compensation plan to maintain a competitive edge.
- Offering perks, rewards, and bonuses that are competitive and in line with the preferences of target talent.
- keeping an eye on the recruitment scene to see what other companies are offering.
- And here are some solutions that the company can follow to overcome these challenges:
- Utilizing free resources like PayScale and Glassdoor that can assist in establishing benchmark salaries based on real data.
- Utilizing inventive compensation strategies to make up for salaries that are not extremely competitive.
- Putting emphasis on the company branding and culture messaging to provide intangible benefits for the employees.
- Investigating and evaluating the perks, benefits, and pay that the competitors advertise on their career's websites.

## **2- Proposal for new HR policies:**

In view of the above, the company needs to set new policies to avoid exacerbating exist problems and to ensure that everything is going well. The new policies will focus on the following:

**a- Improving employee retention:** there are many things that company can do to improve its employee's retention and satisfaction, such as:

1- Giving employees an opportunity to grow: by providing the necessary training and courses, guiding them, and giving them the confidence to complete some projects for the benefit of the company. Employees will consider these initiatives as an investment in their future by the company and will enhance their loyalty.

According to Sharon Florentine: ongoing education makes employees feel valued and gives them something to look forward to. When there is a clearly laid-out path for advancement, your workforce will feel like they are a critical part of the company's success.

2- Earning the trust of employees: when employees trust their management, they perform better, when they trust the person who forces them to do the work, they are more likely to achieve the goals set for them, and they will be content to put in more effort and spend more time to complete their tasks. In order to earn the trust of employees, it will be necessary to establish personal connections, prioritize honesty and transparency, inspire the team, offer credit, and carry blame, avoid favouritism, and exhibit competency in the work.

3- Provide adequate rest periods for employees:

According to Chron.com, one-third of workers eat lunch at their desk, and 16% hardly, if ever, take lunch at all.

Supporting a motivated employee who wants to significantly contribute to the company is one thing, but for every employee who is driven and ambitious, there are numerous others who would give in to stress and overwork.

4- Giving employees the tools they need to succeed: it is a simple formula, success needs are good employees and tools, so the company must provide its employees with the tools, resources, and knowledge they require to succeed.

Abigail Phillips, editorial director at WDM Group notes, "We have all heard that 'a team is only as strong as its weakest link,' but the number of business leaders choosing to ignore this sentiment is staggering, as they are more concerned with their own development and less so with their employees. Not a smart move."

5- Creating a clean and safe environment for employees: To this purpose, the company may need to conduct a risk assessment to find potential workplace hazards and threats and to provide a safe working environment, it might also want to update its health and safety regulations and implement new processes and procedures. Employees who are harassing, creating a distraction, or not complying may also need to be fired, this is beneficial for the company overall.

6- Encouraging a healthy work-life balance: Offering the team members the flexibility they require to give their best effort to work each, and every day can be accomplished by establishing normal work hours, policies for working on weekends, or work-from-home programs.

7- Fostering respect in the workplace: without a doubt, employees desire respect in the workplace.

They do not want to experience a lack of respect or a sense of being undervalued or irrelevant within company. Implementing many of the recommendations such as feedback, acknowledgment, fostering innovation, collaboration, and so forth, can help develop a culture of respect.

8- Encouraging employee creativity: the company shall encourage the creative initiatives of the employees through:

Michael Poh, freelance blogger at Hongkiat suggests the following steps for encouraging creativity in the workplace:

**Offer rewards:** If you are going to encourage suggestions, take them seriously. Recognize and incentivize employees that contribute in a tangible way.

**Managers should create opportunities** for both public and private contributions or feedback.

**Set up innovation teams:** These are individual teams that are tasked with coming up with ideas on a specific topic.

**Hire a variety of different people:** Creativity will not come from a group of people who all think alike.

**Have fun:** Create a positive working environment where creativity and spontaneity can occur.



**b. More effective customer service practices:**

We must recognize that the actual capital for any business is the customer, for that the customer service should therefore be a company's primary focus, since good customer service is crucial to exceeding consumers' expectations, increasing satisfaction, and reducing conflict.

There are many practices that can make customer service more effective such as:

1- Understand customer needs:

The author Kim Larkins said in his article: The more you get to know your customers, the more you are likely to understand customer needs and expectations.

To understand the customer needs we must ask ourselves the following questions:

- What information we presently have about each of our customer?
- How useful is this information?
- What further information could be provided to help us better match their needs with our goods and services?
- Is there any source else could provide us with information about our customers?
- Where will we save this data? information should be safe and compliant.
- What resources do we have at our disposal that will enable us to gather crucial customer data?

If we could answer these questions, then we can understand our customer needs and meet them.

2- Setting and communicating clear service standards: it is necessary to establish certain customer service standards and guidelines that each team member can follow to avoid any confusion and to prevent inappropriate behaviour. These standards may include:

- speech way, using words and a tone that most accurately reflect work principles and ethics. As an illustration, considering formal versus informal language when speaking the customer.
- Setting the primary point of contact with customer to ensure a uniform style of approach with him.
- Support processes required to ensure the consistent application of established standards such as templates for customer communications.
- Available resources, including staffing numbers, tools, and technology.

- Establishing reasonable delivery deadlines for customer service, considering busiest hours, for example: answering the call within 10 seconds, keeping customer on hold for not more half minute to answer his inquiry.

3- Creating seamless and simple customer service: creating customer service away from the complexity makes it easy for both employees and customers at the same time. This can be resulted in:

- How quickly a customer can find the company.
- How simple is it to understand your business from the perspective of a layperson.
- Demonstrating how a customer may contact the customer service staff and how reachable they are around-the-clock. For example, by telephone, email, chat, social media, or web site contact form.
- Demonstrating any obstacles and wait times customers have when contacting the team to get a service.

4- Treat your staff as you treat your customers: Happy staff results in satisfied customers, because behaviour breeds behaviour. The customer service will be enhanced if we pay equal attention to the staff's demands as we do to those of our customers.

5- Establishing a recognition and incentive system for employees: which means implement a straightforward recognition and incentive program that emphasizes providing great customer service and is in line with the ethos of the company. This program may include:

- Team achievement awards.
- Additional vacation days, like a long weekend.
- Awards for long service.
- Appreciation.
- Personal thank to the outstanding employee through email, letter, or certificate.

6- Build a client-driven team culture: all of these teams' communications, performance benchmarks, and operational procedures are centred on the customer. To make this applicable here are some procedures:

- Concentrate the team's efforts on providing outstanding customer service.

- Coordinating the communication methods and motivations of team members with the duties they do.
- Ensuring that work roles are precisely defined and customer centred.
- Evaluation of team members' effectiveness in providing excellent customer service should be done frequently and successfully.
- Analysing how consistently the front-line team members behave in a customer-focused manner. A friendly and engaging communication style, as well as expressing interest in and listening to other people's opinions, are examples of these behaviours.

7- Make customer service everyone's responsibility: staff must be informed that even the backstage person who appears to engage with no one contributes to the overall customer experience. Whether it is preparing orders for shipping, maintaining the phone conferencing system CSRs use, or doing something else, they are still doing something that has an influence on the customer.

8- Showing compassion and patience with customers: Customers may not always get exactly what they desire from employees. That does not mean that the employees must refuse without first trying to find a compromise, though and showing some interest.

**c- The use of technology to improve interoffice communication:**

Today more than ever, the impact of modern technology on business is very evident. This impact was obvious in the ways people communicated. Every day, more businesses use online communication solutions to connect their teams' members and give them access to the main repository of messages and files to complete their tasks and communicate with each other. Workplace communications have improved in speed, collaboration, deliberateness, and coherence. With the help of technology, employees may do crucial tasks while away from the office and stay in touch with co-workers, even in person. Here are a few of modern-day inter-office communication tools:

1- Messaging Apps: the capacity to communicate in real-time and hold extensive group chats is a major benefit of messaging apps. For departmental, team, or topic-based interactions, it is simple to develop unique channels.

There are many messaging apps out there that companies can use for free, the most popular are WhatsApp, Viber, Messenger, Telegram, Signal, Text Now and Text +.

2- Video Conferencing Apps: no matter how far apart they are geographically, employees may interact with ease using video conferencing apps. Here are a few of the best video conferencing Apps: Zoom Video Meeting, Google Meet, Microsoft Teams, Tauria, GoToMeeting, Cisco Webex Meetings, Free Conference.

3- Intranet Software: an intranet for a company that uses the cloud facilitates cross-office communication and promotes more effective teamwork with a comprehensive range of business capabilities, furthermore, it boosts productivity without taking too much time out of employees' days. Here are a few of the best company intranet Apps of 2022: Connecteam, Simpplr, Talkspirit, Glasscube, Staffbase, Clinked, ThoughtFarmer, Workvivo.

4- Instant Messaging: due to the usage of customized channels and hashtags, instant messaging is favoured for encouraging speedy decisions, fostering relationships, and easy-to-target communications.

5- Company Calendar: the company calendar tool is useful for keeping employees informed of significant business or industry events, product launches, and team meetings.

6- Directory of employees online: there are more than simply names and phone numbers in the online directory. Resume, ongoing projects, and knowledge areas will enable cross-office cooperation. staff members can find internal resources of assistance on their own.

7- E mail: The most popular tool for communication among employees, Email is still the most used method of interoffice communication. as we deal with emails for a long time of our working day.

**d- Create/revise employee performance appraisals:** A performance review and appraisal gives employees and their managers the chance to discuss performance, work-related material, loads, and volume, reflect on the previous year's accomplishments, and set new goals. Additionally, employees can discuss their own goals and any training needs they may have at this time.

Why was this system created?

- To improve the level of services offered by motivating.

- To improve work satisfaction.
- To determine the necessary requirements for training and development.

How can a performance review help employee?

- Understanding the standards of performance and proper job performance that are expected of him.
- Recognize his accomplishments and receive notes that will help him do better.
- Identify what needs to be improved and what training and development are needed for employee.

What are the roles of performance review?

- Establishing sustainable criteria for review.
- Making sure managers and staff have access to the right training.
- Ensuring performance review is conducted every year.
- Taking actions against the recommendations arising out of appraisals.

**3- Create job listing including starting salary information:**

**a. Secretary:**

- **Job title:** Secretary

- **Intro and job overview:** The National Food Company is a top food trading company in the Gulf region. It has been the industry's most well-known brand for more than 30 years, and we are constantly looking to entice the top talent. and we are eager for you to join our large family as a secretary, who is tasked with keeping a business operating smoothly by managing the administrative and organizational chores, with a competitive pay and benefits.

- **Pay and benefits:**

- Salary: \$9 to \$13 per hour, commensurate with experience.
- 30 days paid vacation annually.
- Leave on public holidays.
- Medical insurance.
- Annual bonus.

**- Responsibilities and Duties:**

- Organising and servicing meetings (producing agendas and taking minutes)
- Implementing the new administrative and procedural mechanisms.
- Send memos, emails, and letters.
- Answering phone calls.
- Preparing conference rooms for meetings.
- If needed, print, and copy documents.

**• Requirements and Qualifications:**

- Proficiency with Microsoft Office.
- Excellent computer literacy.
- Excellent interpersonal skills.
- Ability to multitask.
- Excellent communication skills.
- Excellent time management skills.

**b. Marketer:**

**- Job title:** Marketer

**- Intro and job overview:** The National Food Company is a top food trading company in the Gulf region. It has been the industry's most well-known brand for more than 30 years, and we are constantly looking to entice the top talent. and we are eager for you to join our large family as a marketer, who is tasked with developing innovative campaign ideas in collaboration with other marketing employees to promote the company's goods, services, and overall brand identity, with a competitive pay and benefits.

**- Pay and benefits:**

- Salary: \$15 to \$20 per hour, pay rate may vary based on experience, education, and geographic region.
- Monthly commission.
- 30 days paid vacation annually.
- Leave on public holidays.

- Medical insurance.
- Annual bonus.

**- Responsibilities and Duties:**

- Planning promotional marketing strategies in conjunction with the sales, marketing, advertising, product design, and product development teams.
- Establishing editorial and content creation schedules for different media channels and platforms.
- Helping with the creation, and positioning of billboards, and social media advertisements.
- conducting market research to identify the needs, wants, customs, interests, and other pertinent elements needed to develop focused marketing campaigns.
- reviewing a campaign's performance and results, making required revisions, or submitting pitches for new projects.

**- Requirements and Qualifications:**

- Skills for speaking, writing, presenting, and actively listening.
- Excellent interpersonal abilities, including the capacity to work together with management, team members, and customers as needed.
- Data analysis, critical thinking, problem-solving and decision-making.
- Adaptability, creativity, and knowledge of current marketing trends.
- Competencies in project management, such as goal setting and deadline management.
- Familiarity with website analytics, customer relationship management, and other essential applications.

**c. Operations manager:**

**- Job title:** Operations manager

**- Intro and job overview:** The National Food Company is a top food trading company in the Gulf region. It has been the industry's most well-known brand for more than 30 years, and we are constantly looking to entice the top talent. and we are eager for you to join our large family as operations manager, who is responsible for developing strategy, enhancing performance, obtaining materials and resources, ensuring compliance, looking for methods to improve

customer service quality, and putting best practices into place at all levels, with attractive salary and benefits.

**- Pay and benefits:**

- Salary: \$150,000 to \$175,000 per year, pay rate may vary based on experience.
- 35 days paid vacation annually.
- Medical insurance.
- Family medical insurance.
- Tips
- Profit sharing.

**- Responsibilities and Duties:**

- Ensuring that all operations are conducted in a suitable and cost-effective way.
- Enhancing operational management procedures, methods, and standards.
- Purchasing materials, make inventory plans, and keep an eye on warehouse productivity.
- Setting strategic and operational goals.
- Managing budgets and forecasts.
- Performing quality controls and monitor production KPIs.
- Looking for ways to improve the level of customer service.

**- Requirements and Qualifications:**

- 15 years experience as Operations Manager or similar role.
- Understanding of operations management and organizational effectiveness.
- Excellent experience in budgeting and forecasting.
- Familiarity with business and financial principles
- Excellent communication skills.
- Leadership ability.
- Outstanding organisational skills
- Degree in Business, Operations Management, or related field.



#### **4- Health, safety, and wellbeing guide:**

The National Food Company prioritizes the employee since they see him as the true capital. For that, it is committed to offering all comforts, health care, and safety measures to employees, from the front line to the CEO.

##### **- Goals of guide:**

- To create and uphold a culture and work environment that supports healthy lifestyle choices.
- To raise staff members' knowledge of issues related to their health, wellbeing, and healthy lifestyle choices.
- To encourage employees' involvement in a variety of programs that promote health and wellbeing.

##### **- Objectives of guide:**

- To motivate employees to engage in increased physical activity by providing opportunities for it at work (including reducing sitting time where relevant and practical).
- Preventing work-related accidents and ill health.
- Addressing good physical surroundings, such as food storage and preparation; food availability and supply, to offer healthy eating options in the workplace.
- To encourage smoke-free workplaces and aid employees who want to stop smoking.
- To encourage employee social and emotional health through workplace procedures and regulations.
- To make information and tools available so that employees can learn more about important aspects of health, such as the dangers of drinking alcohol.

**- Responsibility:**

Workers	<ul style="list-style-type: none"><li>- Understanding this guide and asking management for clarification, as necessary.</li><li>- Keeping in mind this guide while performing work-related tasks and whenever you are representing the organization.</li><li>- Encourage your co-workers to read this guide.</li><li>- Support and participate in creating a workplace that is healthy, safe, and encouraging for all employees.</li><li>- Report unsafe working conditions.</li></ul>
Managers	<ul style="list-style-type: none"><li>- Ensure that this policy is communicated to all employees.</li><li>- Provide proper safety training to employees</li><li>- Support this policy's execution, including its goals and objectives.</li><li>- Control the application and evaluation of this guide.</li></ul>

**References:**

- Brendan, M., January 11, 2021. *7 common HR problems in companies (and how to solve them)*, Retrieved Dec 03, 2022, from <https://recruitee.com/articles/common-hr-problems>.
- Bonnie, M. *8 ways to coach employees to better customer service*. (n.d). Retrieved Dec 07, 2022, from <https://www.insperity.com/blog/better-customer-service/>.
- *How to write a great job posting (2022)*, (n.d). Retrieved Dec 14, 2022, from <https://www.apollotechnical.com/how-to-write-a-great-job-posting/>.
- *Inter-Office Communication Tools: What Are the Options Available?* (n.d). Retrieved Dec 01, 2022, from <https://www.myhubintranet.com/inter-office-communication-tools/>.
- Izzy, S. October 13, 2022. *How to draft an employee wellbeing strategy for your organisation*, Retrieved Dec 14, 2022, from <https://www.fitzgeraldhr.co.uk/employee-wellbeing-strategy>.
- JD, S. *15 Employee Retention Strategies You Can Use in 2022*. (n.d). Retrieved Dec 01, 2022, from <https://www.zoomshift.com/blog/employee-retention-strategies/>.
- Kim, L. *How to Improve Customer Service*. (n.d). Retrieved Dec 07, 2022, from <https://www.ksl-training.co.uk/free-resources/customer-service/how-to-improve-customer-service/>.
- *Performance appraisal policy and procedures manual*, (n.d). Retrieved Dec 13, 2022, from <https://www.hrhelpboard.com/hr-policies/performance-appraisal-policy.htm>.
- The Department of Health and Human Services, Tasmania (2012), *Healthy Workplace Resource Toolkit, Health, and Wellbeing Policy Example* [Brochure].