



**EUROPEAN
INTERNATIONAL
UNIVERSITY**



COVER PAGE AND DECLARATION

	Master of Business Administration (M.B.A.)
Specialisation:	Information technology & Systems Management
Affiliated Center:	CEO – Business School
Module Code & Module Title:	MGT530 Managing Human Capital
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Student ID:	EIU2020763
Word Count:	3816
Date of Submission:	February 21 2022

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Introduction:

I was hired by a food manufacturing organization to review its HR policy, develop a new manual for this policy, and assess and learn about its HR needs.

The company is called Almarai for the production of foodstuffs, especially dairy and milk products. The company's headquarters is located in the city of Riyadh in the Kingdom of Saudi Arabia. It produces and distributes foodstuffs such as (poultry - yogurt and sweets - bread - cheese products and so on). Almarai Company has a large customer base and operates in a market with a high degree of competition and competition between companies, and always tries to offer offers in terms of low price and excellent quality to stay in a good position in the market and increase sales (Saleh, 2021). The company has expressed a set of goals, it aims to achieve greater economic value, applying industry-leading practices in order to protect customers and employees. The company also has a clear mission, which is to provide high-quality nutritious foods and drinks that support and enrich the lives of consumers and meet their needs on a daily basis with a focus on quality. It also always strives to be the leading company in the Middle East in its field. The company has a large number of employees, and this is what prompted the company to pay attention to human resources policies and keep them renewable and suitable for the labor market. (Almarai, 2021).

Considering that HRM is the accumulation of work and applications carried out by the company to manage, develop and improve the employment of employees in order to improve the performance of the company and give high-quality production. His disease is to maintain the company's competitive advantage, as the presence of successful and developed human capital in

the company is one of the most important factors that strengthen the company's position in the market (Gerasimov et al. 2019).

Accordingly, business is affected by the correct management of human capital, as the processes of capital management include various processes such as selecting and building talent in the right way, Six Sigma, developing a performance culture in the company and building a mentality of high and excellent performance, and human resources management can also create a new business model that has not Before and rebuilding an existing model to suit the market (Boudreau & Cascio, 2017), the human capital management deals with the entire human resources in the organization, managers, employees, marketers, the financial department and all the teams working in the organization, and the main points in this management are the goal of the company , the company's vision and values, the strategies of this company, the data management department, and these points are applied and overlap with the entire line of work

The company's human resource policies:

HR policies involve many types of jobs, which include hiring, training, promotions, working conditions, vacations, services, and labor relations (Stone, 2017).

Almarai company has an internal control system and many human resources policies and others, the most important of which are (Almarai, 2020):

- a) Policies related to job description and employee selection: they include the guide through which the ideal person is selected for the job position, adherence to employment laws, and a guideline for the new employee.
- b) Procedures related to archiving policies and employee data: It includes the information and evidence required of the employee upon appointment and how to archive it, as well as the employee's complete data such as vacations, promotions, powers and others.
- c) Code of Conduct and Policies (Preventing Fraud, Conflicts of Interest, Early Reporting): These include laws governing employee behavior with colleagues and managers at work or with clients, and what are the red lines that are prohibited to be crossed at work and that require functional penalties as well. As some of the obligations that the employee must abide by even outside working hours, including what may negatively affect the business and reputation of the company.
- d) Salaries and wages policies: they are the policies that control the salary estimation mechanism and link it to work time and advance mechanisms and times, as well as those related to salary deductions and their reasons.

- e) Work environment policies: These policies aim to explain the mechanism of dealing with the workplace, methods of using assets and preserving scientific assets within the company. ...etc).
- f) Policies related to setting clear criteria for membership of the board of directors and executive management
- g) Accounting Policies
- h) Policies and procedures for risk management.
- i) Transparency Policy

Proposing new policies for human resources in the company:

Although there are many pioneering and distinctive policies in Almarai Company that provide a good working environment and mechanism, these policies still need some additions and modifications to suit the competitive market environment in which the company struggles with other competitors to prove itself, so I will suggest and from these new policies That will raise the quality of work and increase the productivity of the company's human capital:

A- Improve employee retention:

It is a practice that an organization undertakes to maintain the work environment and influence existing employees to remain in the company. This is done through several elements that must be adhered to (Mathimaran & Kumar, 2017):

- 1) Employee safety and health: Although the company is characterized by high and distinguished safety procedures, there is no clear written policy. An effective way to retain employees is health insurance, free health support, or having contracts with medical centers or hospitals to offer discounts to company employees. This will help the company retain its employees.
- 2) Periodic training of employees: High performance is maintained in the employee and his confidence in his abilities is enhanced through permanent training for employee development. At the same time, the employee can develop himself within the company's boundaries, which enhances the employee's confidence. In the company and he will keep him in it. Although the company follows a training method for the person before

employment, he urgently needs to have a number of various trainings that increase his experience and knowledge.

- 3) Good pay: It is the best way to retain employees, as the high wage will enable the employee to deal with work problems and bear his pressures in professional ways, and a good salary enables the employee to feel stability and financial security, and secures for him a clear future vision for his life, and this is reflected positively on his performance And his loyalty to the organization in which he works, and makes him stick to his work until he makes a great effort to maintain his job and provide the best for the company. On the other hand, Almarai Company was characterized by very good wages, but the presence of the Corona crisis may have affected the company.
- 4) Flexibility at work: It is one of the methods used to reduce the psychological pressure on employees through not stagnation in the choice of work and delivery dates. Flexibility keeps the employees in their work, and flexibility at work makes the employee feel appreciated for his performance, for example: If the employees went through a period of high stress and ended it with good results, it is not necessary to adhere to some harsh administrative rules and impose penalties on them in appreciation of the psychological state of the employees in At that stage, and an appreciation of their efforts in accomplishing a productive work that is important for the company's progress. At this point, the company is characterized by flexibility in work.
- 5) Employing people with active skills: The correct selection method for the employee and the recruitment of effective people leads to their ability to work within the team with less psychological pressure, and this is what maintains their continuity, as the unqualified employee causes great pressure in the work environment and will eventually lead to him

leaving Working, as it is known in production, hiring people with little experience and putting them in the workplace without making sure that they can do their tasks leads to increased work pressure on the production team, and leads to increased problems and challenges that the team has to overcome, and this reduces the performance of The team may harm the work plan in general. The distinction of the company is that it employs qualified people.

- 6) Providing material and moral rewards: Employees must be given a sense of appreciation for their work and that what they do is of great importance to the company and must be followed up and developed for the benefit of the work in general and the employee himself. This can be clarified through the monthly financial rewards as well as the moral rewards, where the financial rewards can be provided by calculating the production teams and increasing the profits resulting from the work of one of the teams, thanking this team and disbursing the financial rewards. In addition, this is what constitutes an incentive for the rest of the current employees who will seek through their work to obtain a financial reward or a moral reward that may be a promotion. In this aspect the company is distinguished by its approach and procedures for rewards.

B- Effective customer service practice: One of the policies that needs some adjustments is the customer service practice policy, so every company must work well to increase the effectiveness of customer service, and Almarai company is in constant need of development in this area, because customers in the market are always, they have good offers from competing companies, and we must reach the best way to meet the customer's desire, and this is done through (Indeed Editorial Team, 2021):

- 1) Developing the work after providing the service: This is done through periodic questionnaires, focus groups, or surveys that we implement and fill out by the client. We express his satisfaction with the service provided by the company and his aspirations and desires that he wished to be present in the service. This helps to understand the client's needs more.

Although the company has an evident and clear complaints policy, it lacks a clear policy for assessing and studying the needs through which it can conduct surveys and focus groups with customers and consumers.

- 2) Careful selection of customer service and marketing staff: This is because the first meeting with the customer has a great impact on the customer's vision of the company, so it is necessary to raise the level of staff in the first lines, such as the staff in this place must be of decent appearance and have highly effective communication skills , enabling him to understand the different opinions of customers, and to be patient because he may receive a complaint about a particular issue or he may deal with customers with sharp feelings, here is the importance of his communication skills. To be fair, the company is characterized by the presence of efficient customer service employees.
- 3) Working on understanding all market segments: i.e., conducting a statistical study of the categories that may benefit from the company's services, and understanding the requirements of these categories. These categories are the different customer categories according to different classifications such as (age - gender - social group etc.).

C- Using technology to improve communication between offices:

Several studies have shown that ineffective communication in the company or in the workplace can cost companies an average of approximately \$420,000 per year. Therefore, effective communication is very important and extremely necessary for the success and continuity of companies and organizations. (SHRM, 2013)

Hence, we find that effective communication within the company frees the work from many material burdens and professional errors resulting from misunderstanding, these errors have a negative impact on the quality of the service provided, if this impact is reflected in material losses or marketing losses from losing clients and negative impressions by clients, Almarai work environment must be equipped with technological communication methods capable of conveying opinions and ideas in fast, clear, and documentable ways such as applications that keep chat records and that can be consulted when needed by managers and supervisors at work, technology, for example does not Limitation, the Gmail application enables users to communicate in writing, audio or through video meetings that can communicate ideas and reduce misunderstanding significantly, as well as it can document and archive conversations and agreements through its database, and enables employees to communicate well and effectively and keep supervisors informed of all communications through Send a copy of the agreements to the line managers (CC).Technology will save money and effort in work and will raise it to levels that enhance Almarai company's competitiveness and ability to avoid mistakes, which is what organizations are working on in our time, where most organizations work largely remotely between different centers and technology works to maintain the interdependence of teams and groups. (CHERINET, 2019).

D- Create/review employee performance appraisals:

Performance appraisal requires high skill from human resources management in all its stages, which are (lumen learning, n.d):

- a) Establish performance standards
- b) Explain the concept of the performance appraisal for the team
- c) Building a comprehensive performance evaluation questionnaire
- d) Applying performance evaluation in all its directions and Measure performance
- e) Compare actual performance to performance standards
- f) Discussing the performance evaluation between the employee and his manager
- g) Approval of performance appraisal
- h) Implement personnel action
- i) Data collection

The performance evaluation process begins with an explanation of the concept and system of the performance appraisal for the team on a permanent basis to ensure that the team understands this evaluation and its consequences, and then the process of building a performance evaluation questionnaire according to the circumstances and objectives of the company to include the tasks and obligations of the company and the employee, and then begins the performance evaluation process that is Periodical, where you must be in the Almarai company quarterly, i.e. every 3 months to keep the wheel of work moving permanently, and it is very useful to conduct performance evaluation in all its directions (self - ascending - descending), where each employee evaluates himself, his direct manager and his employees In the job ranking tree, this gives a comprehensive view of the company's work mechanism and its effectiveness. The results are discussed and the evaluation is approved through endorsement and signature by the person who

carried out the evaluation and the person who underwent it. Data is then collected and analyzed so that the strengths and weaknesses become clear. In order to develop a training and development policy on the basis of this data (lumen learning, n.d):

Performance appraisal is the way to constantly poll the employee for his work (Sharma & Sharma.2017), and it is a sensitive process that human capital management must be careful during the process stages in order to give positive results and be an effective motivational process.

Create a job listing:

Job Description	
Company	Almarai
Job Title	Secretary
Job ID	100101
Location	Kingdom Saudi Arabia
Full/Part Time	Full-Time
Regular/Temporary	Regular
Closing Date	01/03/2022
Main Tasks & Responsibilities	
<ol style="list-style-type: none">1) Administrative tasks (correspondence - registration and processing of invoices - schedules ...)2) Managing and coordinating meetings, organizing work meetings, and recording conference records3) Working as a receptionist by receiving phone calls and organizing the arrival of customers to their appointments, as well as explaining the reasons for delaying appointments in the event that this happened, and maintaining a smiling face and an effective gentle communication style.4) Writing and entering data, keeping files and papers related to the office, and securing them when necessary.	

Qualifications and Experience
<ol style="list-style-type: none"> 1) High school diploma 2) 3+ years of clerical experience 3) Knowledge of Microsoft Office programs 4) Organized and professional developer 5) decent appearance 6) High analytical skills 7) Good and strong leadership skills. 8) Strong and High communication skills (verbal and written).
Languages
Fluency in English and Arabic is required.
Salary:
Work full time for 8 hours a day, five days a week and the salary in Europe for this job with this description is more than 2500 euros per month.

Job Description	
Company	Almarai
Job Title	Marketer
Job ID	100102
Location	Kingdom Saudi Arabia
Full/Part Time	Full-Time
Regular/Temporary	Regular
Closing Date	01/03/2022
Main Tasks & Responsibilities	
<ol style="list-style-type: none"> 1) Develop marketing plans that will study the market and customer satisfaction 2) Supervising advertising and commercial campaigns and finding ways to develop them 3) Collecting and analyzing data on customer satisfaction and providing monthly reports on it 4) Follow up on the market and its requirements, provide creative suggestions to improve the company's sales 5) Continuous search for customers who are interested in the company's products and reach their requirements. 	
Qualifications and Experience	
<ol style="list-style-type: none"> 1) Bachelor's Degree in Marketing or Business 2) 3+ years of clerical experience 3) Writing skills 	

- 4) Research skills
- 9) Knowledge of Microsoft Office programs
- 10) High analytical skills
- 11) Good and strong leadership skills.
- 12) Strong and High communication skills (verbal and written).
- 13) Supervising marketing campaigns and contributing to their planning and development.
- 14) Conduct research, collect and analyze data to identify and identify clients.
- 15) Create and present creative and strategic ideas.
- 16) Contribute to the establishment and development of promotional activities.
- 17) Contribute to the development of pricing strategies

Languages

Fluency in English and Arabic is required.

Salary:

Work full time for 8 hours a day, five days a week and the salary in Europe for this job with this description is more than 5000 euros per month. With incentive bonuses based on increasing profits.

Job Description	
Company	Almarai
Job Title	Operations Manager
Job ID	100103
Location	Kingdom Saudi Arabia
Full/Part Time	Full-Time
Regular/Temporary	Regular
Closing Date	01/03/2022
Main Tasks & Responsibilities	
<ol style="list-style-type: none"> 1) Selecting and attracting talent to the work team and setting the method for employee selection and hiring criteria 2) Responsible for production processes and product quality 3) Ensuring that the company achieves its goals as well as the desired sales 4) Planning, coordination, staffing, leadership and control are among his most important responsibilities in the company 5) Ensuring that the company's property and assets are highly effective at work 6) Make important decisions related to policy, planning, and strategy. 7) Develop, implement and review operational policies, procedures, and standards. 8) Oversee and audit the preparation of budgets and reports, and oversee the planning and auditing process. 9) Identify, describe and address problems and opportunities for the company. 	

Qualifications and Experience
<ol style="list-style-type: none"> 1) Bachelor's Degree in Business Management 2) 5+ years of clerical experience 3) Communication skills 4) Problem solving 5) strong personality 6) Experience in using software and applications related to business management 7) Experience in management, operations and leadership. 8) Understand public finance and budget 9) Strong understanding of financial management. 10) Knowledge of Microsoft Office programs 11) Strong and High analytical and leadership skills.
Languages
Fluency in English and Arabic is required.
Salary:
<p>Work full time for 8 hours a day, five days a week and the salary in Europe for this job with this description is more than 75,000 euros annually. With incentive bonuses that depend on increasing profits and production, as well as on increasing employee evaluations.</p>

Create a health, safety and welfare guide:

They include the health and safety development and maintenance of the physical, mental and cultural well-being of employees (Sorensen et al. 2018). It is related to managing and reducing the risks facing employees, including illness, injuries, and other physical and material injuries related to work, where the focus must be on the employee's health and well-being within the company and effective methods to maintain them. It is closely related to the duration of production quality and the competitiveness of the company (Chenwith, 2011).

Also, weakness and chronic illness (whether psychological or physiological) will negatively affect the quality of work, as it will cause poor performance, absenteeism, or even disability from work, so capital management always works to provide a safe work environment that does not cause danger to health or safety of workers, thus reducing health work injuries (direct or indirect).

Therefore, Almarai must do the following:

- a) Monitoring work mechanisms and providing safety means that eliminate the risk of injury.
- b) Providing healthy food at the appropriate times during long working hours by referring to a nutritionist who provides them with a monthly report on the abundant food and its times.
- c) Securing a well-ventilated and well-lit workplace, and not neglecting the periodic maintenance related to it.

Work plan in the field of occupational safety:

This document or policy is intended to support employers and employees in accessing information about improving health and well-being at work.

After conducting some questionnaires, it was found that it clarified the use of work materials and knowledge of the risks that may occur in the workplace and the mechanism of rapid interventions to raise this risk and promote health (Rantanen, 2017).

Therefore, Almarai will have a medical team that will conduct surveys about the health of all workers periodically (every six months) and provides suggestions about the work environment and its risks, and it will be able to establish a link between the worker's health and performance level, and an engineering team will be available to support the periodic maintenance team, but his task will be to study the potential risks of the workplace and provide solutions to prevent any accidents or injuries, and he will propose individual wearable technologies that will protect the worker during work, contract with a health center to receive the company's workers and provide health support to them, and the company will pay according to an insurance contract It is agreed between the company and the workers.

Therefore, the following must be done:

- a) The place must be safe in terms of air, machinery, furniture, products, chemicals, etc.
- b) Explain the role and rights of the employee in terms of security and safety.
- c) The existence of a clear guide and policy, and the employees are always aware of it
- d) Periodic training of employees on this policy.

- e) Conducting periodic checks on employees and periodic maintenance of machinery and equipment.
- f) Conduct periodic surveys to find out the risks to which the employee is exposed and what are the ways to reduce them.
- g) Have a contingency plan and practice it.
- h) Having good lighting and good ventilation
- i) Having a clear organizational culture, preventing stress at work.

Conclusion:

Through this task, I studied the company's human resources policy and proposed new policies that would develop its human capital, including emphasizing the mechanisms of remote communication using technology and its acceleration of work and avoiding misunderstanding, as well as a list of three jobs for the company that will provide the company with empowered people who will raise The quality of job performance in the company, and all this was followed by some suggestions for the company to raise the occupational health in the company.

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