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## COVER PAGE AND DECLARATION

	<b>Master of Business Administration (M.B.A.)</b>
<b>Specialisation:</b>	
<b>Affiliated Center:</b>	
<b>Module Code &amp; Module Title:</b>	
<b>Student's Full Name:</b>	
<b>Student ID:</b>	
<b>Word Count:</b>	
<b>Date of Submission:</b>	

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## **Introduction**

**Human Resource (HR)** policies are the formal rules and guidelines that govern the behavior and performance of employees in an organization. They are designed to ensure that the company operates smoothly and that all employees are treated fairly and equitably. HR policies cover a wide range of areas, including recruitment and hiring, training and development, compensation and benefits, performance management, employee relations, health and safety, and more.

Well-designed HR policies can help organizations attract and retain top talent, improve employee morale and job satisfaction, increase productivity, reduce turnover, and minimize legal and financial risks. On the other hand, poorly crafted or outdated HR policies can lead to employee dissatisfaction, low productivity, legal disputes, and reputational damage.

In this report, we will critique the HR policies of a QD-SBG Contraction WLL and propose new policies that can improve employee retention, customer service, interoffice communication, and performance appraisals. We will also create a job listing with starting salary information for three newly created positions and health, and safety.

## **1- Criticism of the HR management policies in the QD-SBG Construction WLL**

As a consultant in QD-SBG Construction WLL, and based on the company's HR policies. I'd like first to introduce the company and its scope of work

QD-SBG Construction WLL is Qatar's premier provider of general contracting and design-build services for the civil and building construction industries. Since 2010, the company has provided construction services and has earned a solid reputation by completing large, complex projects on time and within budget while adhering to stringent quality control measures.

We are known for our global transportation and heavy civil construction projects thanks to our parent firms, Saudi Binladin Group and Qatari Diar, which have been in the construction sector since the 1930s.

### **➤ Positive Aspects**

- QD-SBG Company has a clear plan for managing its human resources. This plan helps the company reach its goals by figuring out scale of its potential human resource needs in relation to its skills and material resources, creating a future balance.
- The existence of employment paths: where candidates are selected based on a series of tests and interviews, as well as a thorough and transparent evaluation of their information, skills, and compatibility with the available jobs
- Existence of a system for evaluating employee performance: The existence of this system ensures that the evaluation process will be fair and that individual whims will not be taken into account.
- Implementing the rewards and incentives system, as it is the most effective way to motivate employees and increase their company loyalty through human resources, will have a positive effect on productivity.
- The existence of a compensation system: This provides employees with a sense of security and job stability, and it does so by compensating workers and employees for any injuries they suffer on the job.

➤ **Negative Aspects:**

- One of the worst mistakes made by QD-SBG Constructions WLL's human resource management is not keeping good people on staff. Human capital is the company's most valuable asset, and its current pool of talent can be protected and nurtured by finding a happy medium between the company's values and those of its employees. HR management must keep employees happy without compromising the company's overall interests, and they must keep records that shed light on all of these dealings.
- Since QD-SBG Constructions WLL doesn't bother to use its available training needs assessment tools, it's clear that the company doesn't provide its employees with any training or development opportunities.
- QD-SBG Constructions WLL displays a shocking disregard for health and safety regulations.
- Discipline and dedication issues are relatively rare within the organization, and HR is usually able to resolve them to everyone's satisfaction. When a commitment or discipline issue arises, the HR department can implement disciplinary measures, and those measures should be documented and kept for future reference.
- Not answering employee inquiries: This is one of the most negative practices of HR at QD-SBG Constructions WLL. The HR department is the liaison between the company and its employees, serving as their point of contact. Therefore, it is the responsibility of the HR Department to respond to employee inquiries regarding wages or salaries, performance reviews, vacations or delays, etc.

**2- New HR Policies for QD-SBG**

My goal for the new Human Resources (HR) policies for QD-SBG is to play a crucial role in shaping the work environment of an organization. In today's competitive job market, it is essential to have effective HR policies that can help the company retain its employees, improve customer service practices, enhance communication between employees, and create or revise performance appraisals. In the following, we will propose new HR policies that can address these areas and benefit the company in the long run.

**a)- Employee Retention:**

Employee retention is a significant concern for many organizations. To improve employee retention, the following HR policies can be implemented:

- Implement a comprehensive employee training and development program that focuses on skill-building and career growth opportunities.
- Provide flexible work arrangements such as remote work, compressed workweeks, or job sharing to enhance work-life balance.
- Increase employee engagement by conducting regular surveys to understand employee needs and concerns and take appropriate actions to address them.
- Recognize and reward employees for their contributions through non-monetary incentives such as recognition programs, time off, or other perks.

Employee retention strategies can have a major impact on institutional shifts, administrative and functional structure, strategic planning, and strategic direction. Employers should listen to employees and implement retention and retention strategies to make workers feel appreciated and connected to work.

Despite the fact that the majority of company executives (75%) believe that workers quit due to pay issues, many employees actually leave for personal reasons.

### **Increasing the QD-SBG's personnel retention rates through the following methods:**

- While it has been demonstrated that proper treatment of employees in the early critical phases of employment boosts employee retention, employee orientation and preparation is a good strategy that can encourage employees.
- Providing an attractive benefits package that meets the needs of the staff These perks can include things like financial security via insurance or a pension and the option to work from home occasionally.
- Recognize and compensate for diligent effort. When employees meet or exceed targets set by their employer, they are rewarded monetarily or otherwise. To keep its staff constantly motivated and appreciative, many businesses use competition and incentives, such as general awards for

working for the business as a whole and customized prizes typically derived from involvement in specific activities or tasks.

- The term "compensation" refers to monetary benefits received by an employee, such as a salary or a bonus. Employee compensation is the money people get paid to do work for a company. This might be in the form of an hourly wage, a weekly wage, or a monthly salary. Incentives, such as extra time off or a higher health insurance premium deductible, are added on top of this basic salary.

- Hewitt's (2000s) research found that all large and modern organizations care about keeping their employees informed of corporate happenings by giving them a voice in critical decisions. This helps foster a positive work environment and strengthens ties with a good manager. plus the positive aspect.

- Promote from within wherever possible, and make sure staff know where they stand on the promotion ladder.

- Train and educate workers. Development improves experience, attitudes, and skills, whereas training teaches concepts, norms, and behaviors that improve job performance. Training and development are top HR methods for retaining great talent. These are two of the best ways for workers to advance and stay current (2000s).

- According to a recent survey, training and development is one of the most critical factors in employee retention.

Establish a free-talking workplace. To keep employees engaged, hold regular meetings where they can share their ideas and ask questions.

### **b) More Effective Customer Service Practices:**

Customer service is critical for any organization to retain its customers and maintain a positive reputation. The following HR policies can help organizations improve their customer service practices:

- Provide comprehensive training to employees on customer service skills, including effective communication, problem-solving, and conflict resolution.
- Develop a customer service culture by encouraging employees to be proactive, empathetic, and responsive to customer needs.
- Collect customer feedback regularly and use it to improve products or services and make necessary changes to customer service practices.
- Develop a customer service performance measurement system that tracks and monitors customer satisfaction metrics and holds employees accountable for providing excellent customer service.

In light of the tremendous development and the presence of many competitors, partnerships are in a race to win customer loyalty. The institution that wants to distinguish itself must win customers and provide distinguished customer service, which serves as the direct link with the customer and the mirror of the company in the eyes of the customer. Profits are up.

So, the experts suggested numerous ways to improve customer service, including:

- Successful businesses are those that place a premium on anticipating and meeting the needs of their customers in the future rather than just responding to them in the here and now. This means doing things like supplying everything a customer could want before he even knows he wants it, providing exceptional service round-the-clock, being prepared to solve any problems that might arise in the future, and more.

It is essential to interact with clients with integrity, transparency, fulfillment of commitments, and a keenness to give service,, all of which contribute to the company's and the employee's reputation in the eyes of their customers. distinguished, offering the best of what they have in the greatest way possible to customers, and assisting customers in finding solutions to difficulties, notwithstanding the company's unfavorable distribution or impact on the reputation of its dealers.

- Putting the customer's needs first by actively hearing and responding to their feedback is going to be increasingly important for businesses to win over their clients, and the ideal worker is one who can put themselves in the shoes of their customers and see things from



their perspective. I am aware of the situation and make it my business to come up with creative ways to help the client accomplish his goals.

- Maintaining open lines of communication is the key to building trust and loyalty among your clientele. Frequently, customers will try to find customer service section to ensure the best possible communication with clients. Communicating with customers in a way that encourages fresh and creative ways of thinking, and helping them out when they're having trouble or having problems with the company.
- To build a solid and trustworthy rapport with clients, focus on: For the company to have a positive relationship with its distributors, it must first establish a positive and positive relationship with its distributors through the company's exhaustive methods and policies. This is accomplished by maintaining a steady line of communication with its distributors, demonstrating interest in words and actions (the company might, for instance, send congratulatory messages to distributors when they reach milestones in their businesses). Customers are more likely to feel a sense of loyalty and belonging to the company if they are acknowledged and celebrated on their birthdays, at holidays, and at public events; conferences and training courses are another great way to strengthen ties with customers, and the fact that they can be held relatively easily has made this a more viable strategy than ever before.
- Ensuring the company's dedication to all promises made to customers: Neglect in fulfilling commitments is the most perilous problem in customer service; if you tell a customer you'll do something, you should do it as quickly as possible; else, you risk losing them. This will have a devastating effect on the company's credibility and customer loyalty as clients look elsewhere to build their trust. If a customer experiences a complex issue, customer care should keep them updated on the status of the issue, the procedures being taken to remedy it, and the timeframe involved.

### **c) The Use of Technology to Improve Interoffice Communication**

In today's digital age, communication technology has become an integral part of how organizations communicate and collaborate. The following HR policies can help organizations leverage technology to improve interoffice communication:

- Implement a communication platform that enables employees to collaborate and communicate in real-time, regardless of location.
- Provide training to employees on how to use communication technology effectively and securely.
- Establish guidelines for communication technology usage, including best practices for email communication, virtual meetings, and video conferencing.
- Encourage the use of communication technology by setting up cross-functional teams that collaborate on projects and initiatives.

The high degree of influence and interchange between the communicating parties, along with the absence of a time-bound commitment to do so, gives this technology a distinct advantage. Several new services have emerged in the transfer of data and information, which increases the efficacy of this technology, and modern communication technology has generated a real revolution in the transmission and storage of information.

Companies can save time and energy by switching to this cutting-edge method of internal communication; it combines remote and computer-based communication and has the added benefit of being able to store and transmit any type of information, including video, audio, text, and images. It can also be used in the company's internal training and education programs. The following table displays the various channels of interoffice communication made possible by today's technological advancements.

Purpose	Software Program
Communicating with colleagues & work teams	➤ Slack
	➤ HipChat Service
	➤ Workplace from Facebook
Conference Call Meeting	➤ Join. Me
	➤ YouTube Live

	➤ Zoom
	➤ Google Hangouts
Management tasks tools & Project	➤ Asana
	➤ Float tool
	➤ JIRA
	➤ Trello
Productivity tools	➤ Todolist
	➤ Idonethis
Programming & Design	➤ GitHub
	➤ Invision
	➤ Skitch
	➤ Codepen
Sharing Files	➤ Box
	➤ Google Drive
	➤ Dropbox
Evaluation & Feedback	➤ Mailchimp
	➤ Doodle

**d) Employee Performance Appraisals:**

Employee performance appraisals are critical to measuring employee performance, providing feedback, and setting performance goals. The following HR policies can help organizations create or revise employee performance appraisals:

- Develop a performance management system that aligns with the organization's strategic goals and objectives.
- Provide training to managers on how to conduct effective performance appraisals, including how to provide feedback and set performance goals.
- Establish performance metrics and benchmarks that align with the organization's goals and objectives.
- Conduct regular performance reviews and provide employees with opportunities to provide feedback on their performance and areas of development.

Employee Name	Job Title	Evaluation Period	Performance Goals	Accomplishments	Areas for Improvement	Overall Rating
John Smith	Sales Associate	Q1 2023	1. Increase sales by 10%	Exceeded sales targets by 15%	Needs to work on improving communication skills with clients	Exceeds Expectations
Sarah Lee	Marketing Manager	Q1 2023	1. Develop and execute a successful marketing campaign	Successfully launched and managed a marketing campaign resulting in a 20% increase in sales	Could improve time management skills and prioritize tasks more effectively	Meets Expectations
Michael Chen	IT Support Specialist	Q1 2023	1. Respond to all help desk tickets within 24 hours	Maintained a 99% response rate to help desk tickets	Could benefit from additional training in certain areas of expertise	Exceeds Expectations
Emily Johnson	HR Coordinator	Q1 2023	1. Develop and implement a new employee training program	Successfully developed and launched an employee training program resulting in improved employee retention rates	Could improve organization skills and attention to detail	Exceeds Expectations
David Kim	Project Manager	Q1 2023	1. Successfully manage and deliver all assigned projects	Successfully completed all assigned projects on time and within budget	Could improve delegation skills and ability to manage	Exceeds Expectations

### **3- Job listing including starting salary information for the following position** **(Secretary – Marketer – Operations Manager)**

Job listing is an essential aspect of the HR department as it plays a significant role in attracting, hiring and retaining top talent for an organization. Here are some of the reasons why job listing is important:

- **Attracts potential candidates:** Job listings are the first point of contact for potential candidates seeking employment opportunities. A well-crafted job listing helps to attract the right candidates who possess the required skills and experience for the job.
- **Saves time and resources:** Job listing streamlines the recruitment process by helping HR managers to focus on potential candidates who meet the required qualifications for the job. This saves time and resources that would have been wasted on unqualified candidates.
- **Brand image:** The job listing portrays the company's image and values. It is, therefore, essential to create a positive image and provide accurate and honest information about the company. This enhances the brand image of the company and attracts potential candidates who share the same values.
- **Consistency:** Job listings provide a consistent approach to hiring as they contain detailed job descriptions and qualifications required for a particular role. This ensures that candidates are assessed based on the same criteria, leading to a fair and objective hiring process.
- **Compliance:** Job listings help organizations to comply with local, state, and federal laws regarding equal employment opportunity and other regulations related to job listings.

In conclusion, job listings are critical to the HR department as they provide a platform to attract, hire and retain top talent while maintaining a consistent approach to recruitment, complying with legal requirements, and enhancing the company's brand image.

## **a- Secretary:**

**Job Title:** Secretary

**Job Type:** Full-Time

**Job Location:** [Doha, Qatar]

**Starting Salary:** QAR 35,000 – QAR 40,000 per year (depending on experience)

**Job Description:**

We are seeking a reliable and organized Secretary to join our team. The successful candidate will be responsible for managing and coordinating office operations, including answering phone calls, scheduling appointments, greeting clients, and managing office supplies. The ideal candidate will have excellent communication and organizational skills, be able to prioritize tasks effectively, and work independently with minimal supervision.

**Responsibilities:**

- Answer phone calls and direct inquiries to appropriate staff members
- Greet visitors and clients and provide assistance as needed
- Schedule and coordinate appointments and meetings
- Organize and maintain files and records
- Order and maintain office supplies and equipment
- Manage office expenses and budget
- Prepare and edit correspondence, reports, and other documents
- Perform other administrative duties as assigned

**Qualifications:**

- High school diploma or equivalent required; associate's or bachelor's degree preferred
- 2+ years of experience in a similar role
- Strong communication and interpersonal skills
- Proficiency in Microsoft Office and other relevant software

- Excellent organizational skills and attention to detail

## **b- Marketer:**

**Job Title:** Marketer

**Job Type:** Full-Time

**Job Location:** [Doha, Qatar]

**Starting Salary:** QAR 50,000 – QAR 60,000 per year (depending on experience)

**Job Description:**

We are seeking a dynamic and creative Marketer to join our team. The successful candidate will be responsible for developing and implementing marketing strategies to promote our products and services. The ideal candidate will have excellent communication and analytical skills, be able to work independently as well as in a team, and stay up-to-date with the latest marketing trends and technologies.

**Responsibilities:**

- Develop and execute marketing strategies and campaigns to promote our products and services
- Conduct market research and analysis to identify customer needs and preferences
- Create content for marketing materials, including websites, social media, and advertising
- Manage and maintain our company's online presence, including social media accounts and websites
- Monitor and analyze marketing performance metrics and adjust strategies as needed
- Collaborate with other departments to ensure consistent brand messaging across all channels
- Develop and maintain relationships with media and advertising partners
- Prepare and present reports on marketing activities and results

**Qualifications:**

- Bachelor's degree in marketing, business, or a related field

- 3+ years of experience in a similar role
- Strong communication, analytical, and problem-solving skills
- Proficiency in marketing tools and software, including CRM systems and analytics tools
- Knowledge of the latest marketing trends and technologies
- Excellent project management and time management skills

### **c- Operations Manager:**

**Job Title:** Operations Manager

**Job Type:** Full-Time

**Job Location:** [Al Wakrah, Qatar]

**Starting Salary:** QAR 70,000 – QAR 80,000 per year (depending on experience)

**Job Description:**

We are seeking an experienced and results-driven Operations Manager to oversee our company's daily operations. The successful candidate will be responsible for managing teams, optimizing processes, and ensuring the smooth and efficient running of our business. The ideal candidate will have strong leadership and communication skills, be able to work well under pressure, and have a proven track record of improving operational performance.

**Responsibilities:**

- Oversee and manage daily operations, including production, supply chain, and logistics
- Develop and implement operational strategies and processes to improve efficiency and productivity
- Monitor and analyze performance metrics and identify areas for improvement
- Hire, train, and manage teams of staff, including performance evaluation and coaching
- Manage budgets and expenses, including forecasting and financial reporting
- Ensure compliance with all regulatory requirements and standards
- Develop and maintain relationships with key stakeholders, including suppliers, customers, and partners



#### **4- Health, safety and wellbeing guide for the company**

As a construction company, it is essential to prioritize the health, safety, and well-being of your employees. To help you achieve this, here is the guide that outlines some best practices and tips for promoting health, safety, and well-being should be the workplace.

- **Develop a comprehensive health and safety program:**  
Creating a written health and safety program is essential to ensure the protection of your employees. This program should outline policies, procedures, and best practices that will help prevent accidents and injuries in the workplace. You can consult with a qualified health and safety consultant or government agency to ensure that your program meets industry standards.
- **Provide Personal Protective Equipment (PPE):**  
Ensure that your employees are equipped with personal protective equipment (PPE), such as hard hats, safety glasses, gloves, and steel-toed boots. Make sure that your employees are trained to use this equipment correctly and are aware of its importance in keeping them safe.
- **Conduct regular safety training:**  
Provide regular safety training for your employees to ensure that they understand the risks associated with their job and how to work safely. Make sure that new employees receive proper training before beginning their duties, and that all employees receive regular refresher training.
- **Provide adequate supervision:**  
Ensure that there is adequate supervision of employees to ensure that they are working safely and following proper procedures. It is important to have supervisors who are trained in health and safety practices and can identify and correct unsafe practices.
- **Maintain a clean and organized worksite:**  
A clean and organized worksite helps prevent accidents and injuries. Make sure that your employees have access to tools, equipment, and materials necessary for their work and that they are stored properly when not in use.

- **Promote physical health and wellness:**  
Encourage your employees to maintain good physical health by providing access to healthy food options and promoting regular exercise. Consider offering a wellness program that includes fitness classes or gym memberships.
- **Provide mental health support:**  
Mental health is just as important as physical health. Consider providing resources such as an employee assistance program (EAP) that offers counseling services or partnering with a mental health organization to provide workshops or training.
- **Address substance abuse:**  
Substance abuse is a serious concern in the construction industry. Develop a policy that prohibits drug and alcohol use on the job site and implement drug testing procedures as needed.
- **Provide adequate breaks:**  
Make sure that your employees have access to adequate breaks to rest and recharge. Ensure that employees take breaks and that they are not pressured to work through them.
- **Continuously monitor and evaluate:**  
Regularly monitor and evaluate your health and safety program to ensure that it is effective and up-to-date. Make changes as necessary based on feedback from employees, incidents, or changes in regulations.

By implementing these best practices, you can promote a safe and healthy work environment for your employees, reduce accidents and injuries, and improve overall well-being. Remember that health and safety should be a top priority for your construction company.

## **Conclusion**

In conclusion, I have constructed human resource policy guides and evaluated the overall health and safety of employees for QD-SBG Construction WLL. Through my evaluation, I have identified areas of criticism for the old HR management policies and have proposed new HR policies for employee retention, more effective customer service practices, the use of technology to improve interoffice communication, and employee performance appraisals. Additionally, I have provided job listings for positions such as Secretary, Marketer, and Operations Manager, including starting salary information. Lastly, I have created a health, safety, and well-being guide for the company. Overall, these efforts demonstrate my commitment to improving the HR policies and practices of QD-SBG Construction WLL and ensuring the safety and well-being of its employees.

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