# SAMPLE ASSIGNMENT

## ELECTRONIC ASSIGNMENT COVERSHEET

| Course/Unit Information | |
|---|---|
| Course | *Extended Diploma in International Business and Strategy* |
| Unit No. | **4005** |
| Unit Name | *Strategic Leadership and Human Resource Practices in Organization* |
| Unit code | **SQA/4005** |
| Schedule Code | |

| Instructor Information | |
|---|---|
| Name | |

| Assignment Information | |
|---|---|
| Full/ Part Assignment | Full Assignment |
| Date Assignment Issued | |
| Date Assignment Due | |

| Student Information *(To be filled by the student prior submitting the assignment)* | |
|---|---|
| Name | |
| Student ID | |
| Email | |

**Your assignment should meet the following requirements.**

Please confirm this by ticking ☑ the boxes before submitting your assignment

| | |
|---|---|
| ☐ | The first page is completely labeled with my name, instructor name and assignment information. |
| ☐ | I have completed and ticked the declaration page. |
| ☐ | The contents of my assignment have been submitted to **Turnitin** and I have downloaded the report. |
| ☐ | I have strictly followed **Harvard Referencing** Style and Citations. |

# STUDENT DECLARATION

I hereby confirm that this assignment is my own work and not copied or plagiarized. It has not previously been submitted as part of any assessment for this qualification. All the sources, from which information has been obtained for this assignment, have been referenced as per Harvard Referencing format. I further confirm that I have read and understood the Westford rules and regulations about plagiarism and copying and agree to be bound by them.

| Declaration | Date of Submission |
|:---:|:---:|
| ☐ <br><br> *Tick the box to agree* | Click or tap to enter a date. |

# LEARNING OUTCOMES AND ASSESSMENT FEEDBACK

| Name of the Assessor | |
|---|---|

| Module Code & Title | SQA/4005 | *Strategic Leadership and Human Resource Practices in Organization* |
|---|---|---|

| Module Learning Outcomes | |
|---|---|
| LO1 | *Critically analyze the significance of Strategic Human Resources Management and its changing landscape in organizations.* |
| LO2 | *Critically discuss the impact of Human Resources Management activities on the Organisational Performance.* |
| LO3 | *Evaluate various leadership styles and practices in organizations.* |
| LO4 | *Plan how to implement change in an organization.* |

| Assessment Types | Marks | Marks Achieved |
|---|---|---|
| **Organizational Study (Project Format)** | | |
| Introduction | 15 | |
| Literature Review | 25 | |
| Application of knowledge and understanding | 20 | |
| Change Implementation Plan | 30 | |
| Recommendations and Conclusions | 5 | |
| Presentation and References | 5 | |
| Overall Score | 100 | |
| Overall Grade | | Click or tap to enter a date. |

| Summative Feedback: Overall Feedback on current work with emphasis on how the student can further improve in future. | |
|---|---|

| Internal Verification Report | | |
|---|---|---|
| Internal Verification | Done By | Date |
| Assignment Brief | | |
| Assessors Decision | | |

The following grading criteria will be applicable for the course, Executive Diploma in International Business and Strategy:

| Marks | Grade |
|---|---|
| 70 to 100 | A - Distinction |
| 60 to 69 | B - Merit |
| 50 to 59 | Pass |
| 40 to 49 | Fail with Resubmit |
| 0 to 39 | Fail with Retake |

## GENERAL GUIDELINES
### *(Please read the instructions carefully)*

1. Complete the title page with all necessary student details and ensure that the student declaration is ticked.

2. All assignments must be submitted as an electronic document in MS Word to the LMS (Use 12 Times New Roman script).

3. All assignments must be submitted with an accompanying Turnitin report.

4. Assignment that is not submitted to the LMS by the prescribed deadline will be accepted ONLY under the REDO and RESIT submission policy of Westford.

5. The results are declared only if the student has met the mandatory attendance requirement of 75% and/or a minimum of 50% under extenuating circumstances approved and ratified by the Academic Director. The student has to repeat the module (with additional fees applicable) if the attendance is below 50%.

6. **The assignment should not contain any contents including references cited from websites like** www.ukessays.com, www.studymode.com, www.slideshare.net , www.scribd.com.

7. **Students can refer Wikipedia as a source of information, but the references cited in Wikipedia must be mentioned.**

8. Submit the assignment in a MS Word document with the file name being:
   First Name Last Name_ abbreviation of the subject.

   **Example: John Smith_LHRO.**

**Quick reference Checklist for the Faculty/Instructor to accept/reject the assignment before evaluation:**

| ☐ | Adherence to the deadline of submission date. |
|---|---|

| Assignment | Strategic Leadership and Human Resource Practice in Organization |
|---|---|

**Learning Outcome 1: Critically analyse the significance of Strategic Human Resources Management and its changing landscape in organizations.**

- PC 1.1 Critically analyze the purpose and functions of Human Resources Management in organizations.

- PC 1.2 Review the scope of Staffing, Development and Compensation HRM activities in your chosen organization.

- PC 1.3 Analyse the contributions of Human Resources Management activities in achieving Organizational Objectives.

- PC 1.4 Critically discuss the paradigm shift in various perspectives on Strategic Human Resources Management affecting the contemporary HRM issues of organizations.

**Learning Outcome 2: Critically discuss the impact of Human Resources Management activities on the Organisational Performance.**

- PC 2.1 Critically discuss the link between Human Resources Management activities and Organizational Performance.

- PC 2.2 Apply critical analysis of the contributions of Human Resources Management activities to the Organizational Performance Outcomes in an organization.

- PC 2.3 Explore and discuss the impact of Human Resources Management on Organizational development.

**Learning Outcome 3: Evaluate various leadership styles and practices in organizations.**

- PC 3.1 Evaluate a range of Leadership theories and models for organizational management.

- PC 3.2 Explore and discuss application of various leadership theories and models for organizational management.

- PC 3.3 Conceptualize the best/most suited leadership styles for organizational development for your chosen organization.

**Learning Outcome 4: Plan how to implement change in an organization.**

- PC 4.1 Critically analyze the factors driving change in organizations.

- PC 4.2 Evaluate a range of change management theories and models.

- PC 4.3 Develop a change management implementation plan.

- PC 4.4 Plan how to communicate the change implementation plan to organizational stakeholders.

- PC 4.5 Critically analyse strategies to overcome resistance.

| Assignment Task | Report [100 Marks] |
| --- | --- |

**Scenario:**

You are the Senior Regional Head of your company department and have identified a need to set up a new functional branch office. This requires you to present to the team and stakeholders a compelling report on your change proposal. You must develop a model for change, synthesizing issues related to strategic HRM in the chosen organisation. You need to show how you will lead and implement chosen model for change by managing the current Human Capital at hand as well the ways in which this change can enable for HR activities in your organization to contribute strategically.

1. **Introduction:** This section must cover the following agenda.

   a. **Company profile**: The Candidate shall provide a brief introduction of the chosen organization with details on its aim, mission, vision, headquarters, key operational areas, business activities, subsidiaries of the company, geographic presence of the company (globally), number of employees, clients, and competitors. The learner must critically analyse the key purpose and functions of the chosen organization's current HR activities by evaluating and showing evidence of whether the HR objectives have been fulfilled or not. **(6 marks)**

   b. **Aim & Objectives:** The aim statement of intent must describe what the learner proposes to achieve by undertaking the task. A max. of 3 objectives must be listed here. **(3 marks)**

   c. **Significance and Contextual Relevance:** The Candidate is expected to demonstrate his/her knowledge and understanding by elaborating on the various activities undertaken under Staffing, Development and Compensation. Further, the candidate must analyse whether these activities are strategic in nature and if they contribute in helping the company achieve its organizational goals and objectives. **(6 marks)**

   2. **Literature Review:** The learner is expected to undertake secondary study from a range of academic and commercial publications to critically analyse the various perspectives that have changed over time as well as on the ways in which HRM activities can be Strategic in nature. The literature review

must be able to establish a rationale between the Strategic HRM activities and its relation to organizational performance by determining if those activities contribute to organizational performance outcomes like growth, profitability, ROI, competitive advantage, legal compliance, strategic objectives attainment, and key stakeholder satisfaction. The learner should also critically analyse by going through 6-8 research articles and journals how the organisation's strategic HR direction is affecting the basic contemporary HR issues like staffing, compensation and development of the organisation. **(25 marks)**

3. **Application of understanding and knowledge:** The Candidate must understand the chosen organization's objectives and working procedures related to the HR department. The Candidate shall map out clearly the chosen organization's goals and objectives against the HR objectives. Here the candidate must demonstrate a critical rationale between HRM activities and the organisational performance based on its objectives. An analysis should be done to check if both are aligned or not. The Candidate must justify how the chosen organization's HRM activities are contributing to the organizational performance objectives. Demonstrate the impact of HRM towards implementation of organisational goals, and analyse whether these activities aided in the organisation's development. **(20 marks)**

4. **Change Implementation Plan**: The Candidate will critically analyse factors driving change in organisations by reviewing literature from 6-8 research articles/ journals. With this researched background, the candidate will now evaluate from a range of change management models like Kotter's 7 Step Model for Change, ADKAR Model for change and Kurt Levin's 3 step change management model, by applying any two of these change models to the chosen organisation. The Candidate will evaluate by developing a change management implementation plan, by use of the change models on the following HR functions.

   a. **Forecasting Demand and Supply of Human Capital**: The Candidate will be required to evaluate the change management implementation plan with relevant details on addressing the Forecasting Demand and supply of Human Capital of the chosen organisation. This must illustrate the forecast in form of graphical representations to project the candidate's views and analysis. Further, the work must be justified with a rationale of the proposed plan, including a gap closing strategy should be tabulated as given below.

   i. Current Human Capital Supply

   ii. Projected Human Capital Demand

   iii. Gap Closing Strategy **(10 marks)**

   b. **Stakeholder Analysis**: The Candidate must demonstrate responsibility to identify and communicate changes of the implemented plan to the organisation's stakeholders, by addressing

all issues and challenges related to resistance, risk and contingency planning. The Candidate will critically analyse the factors contributing to resistance towards change and strategies to overcome them, in the chosen organization, by critically reviewing from 4-6 peer reviewed research articles. **(10 marks)**

   c. **Communication and Leadership:** The Candidate must critically evaluate and determine the rationale and application of various leadership theories and models like Trait Theory, Behavioral Styles Theory, Situational Theories, and Shared Leadership Style for organizational management and direction, compare and contrast the advantages and limitation of different leadership styles used by leaders. This will be done by reviewing of literature from 6-8 research articles/ journals. Conceptualize and justify the most 'suitable/best/fit' leadership styles for the change plan in the given Organisational context. **(10 marks)**

5. **Recommendations and Conclusions:** Overall recommendations and final conclusion to be given for the chosen organisation. **(5 marks)**

6. **Presentation and References:** The work must adhere to the Harvard Style Referencing System with in-text citations. **(5 marks)**

**Word count- 6000 max** *(marks allotted in each section above give the approx. weightage of words count required in every section)*

## Performance Descriptors

Performance descriptors indicate how marks will be arrived at against each of the above criteria. The descriptors indicate the likely characteristics of work that is marked within the percentage bands indicated.

| | (70-100%)<br><br>**Work of an outstanding standard** | (60-69%)<br><br>**Work of a good standard** | (50-59%)<br><br>**Work of a pass standard** | D (40-49%)<br><br>**Fail (Resubmission allowed)** | E (0-39%)<br><br>**Fail (Resubmission not allowed)** |
|---|---|---|---|---|---|
| **Introduction (15%)** | Exemplary compilation with detailed background on concepts of HRM, its functions, linkage to SHRM and organizational performance. Mature links made between relevant ideas, theories and practice. Extensive range of relevant sources; those identified beyond classroom sessions; are used. An argumentative perspective is presented demonstrating originality and creativity in the | Competent compilation with sufficient background on concepts of HRM, its functions, linkage to SHRM and organizational performance. Sound links made between relevant ideas, theories and practice. A sufficient range of relevant sources; from among those identified in classroom sessions; are used. An evocative perspective is presented in the interpretation of scope of staffing, development and | Basic compilation with sufficient background on concepts of HRM, its functions, linkage to SHRM and organizational performance. Average links made between relevant ideas, theories and practice. A very limited range of relevant sources; from among those identified in classroom sessions; are used. A descriptive perspective is presented in the interpretation of | Weak compilation with sufficient background on concepts of HRM, its functions, linkage to SHRM and organizational performance. Superficial links made between relevant ideas, theories and practice. An insufficient range of relevant sources; none from among those identified in classroom sessions; are used. A vague perspective is presented in the interpretation of scope of staffing, development and compensation. Repeated | Poor compilation with sufficient background on concepts of HRM, its functions, linkage to SHRM and organizational performance. Sketchy links made between relevant ideas, theories and practice. No relevant sources; from among those identified in classroom sessions; are used. No perspective is presented in the interpretation of scope of staffing, development and compensation. Too many errors in referencing or grammar or syntax. |

| | | | | | |
|---|---|---|---|---|---|
| | interpretation of the scope of staffing, development and compensation. No obvious errors in referencing or grammar or syntax. | compensation. Negligible errors in referencing or grammar or syntax. | scope of staffing, development and compensation. Evident errors in referencing or grammar or syntax. | errors in referencing or grammar or syntax. | |
| **Literature Review (25%)** | An exceptional analysis of the literature is developed. Summarizes and shows insightful synthesis of the literature information including identification and analysis of gaps. Strong linkage is established among all the organizational performance outcomes like growth, profitability, ROI, competitive advantage, legal compliance, strategic objectives attainment, and key stakeholder satisfaction. Dr. Dave Ulrich's Strategic HR Model is clearly synthesized. No obvious errors in referencing or grammar or syntax. | A good analysis of the literature is developed. Summarizes and shows sound synthesis of the literature information, including identification and analysis of gaps. Good linkage is established among all the organizational performance outcomes like growth, profitability, ROI, competitive advantage, legal compliance, strategic objectives attainment, and key stakeholder satisfaction. Dr. Dave Ulrich's Strategic HR Model is well resonated. Negligible errors in referencing or grammar or syntax. | A basic analysis of the literature is developed. Descriptive presentation of the literature information. Limited identification but no analysis of gaps. Average linkage is established among few of the organizational performance outcomes like growth, profitability, ROI, competitive advantage, legal compliance, strategic objectives attainment, and key stakeholder satisfaction. Dr. Dave Ulrich's Strategic HR Model is loosely referred to. Evident errors in referencing or grammar or syntax. | A weak analysis of the literature is developed. Mere compilation of information. Includes no identification and analysis of gaps. No linkage is established among all the organizational performance outcomes like growth, profitability, ROI, competitive advantage, legal compliance, strategic objectives attainment, and key stakeholder satisfaction. Repeated errors in referencing or grammar or syntax. | A poor analysis of the literature is developed. No synthesis of the literature information. Identification and analysis of gaps is absent. No linkage is established among all the organizational performance outcomes like growth, profitability, ROI, competitive advantage, legal compliance, strategic objectives attainment, and key stakeholder satisfaction. Too many errors in referencing or grammar or syntax. |
| **Application of understanding and knowledge (20%)** | The work thoroughly examines the scenario at the chosen organization. The use of the models clearly brings out the alignment of the strategic HR activities to organizational goals and objectives. Highly practical justifications are provided. Illustrations and Tables are properly captioned. | The work examines the scenario at the chosen organization. The outcomes are good. The use of the models clearly brings out the alignment of the strategic HR activities to organizational goals and objectives. Some sound justifications are provided. Illustrations and Tables are captioned. | A reasonably well examination of the scenario at the chosen organization. The outcomes are obvious and average. The use of the models are evident but the outcomes are descriptive about the alignment of the strategic HR activities to organizational goals and objectives. Considerable justifications are provided. Illustrations and Tables are not necessarily captioned. | The examination of the scenario at the chosen organization is not well done. The outcomes are sketchy. The use of the models are evident but the outcomes somewhat fail to present the alignment of the strategic HR activities to organizational goals and objectives. Weak justifications are provided. Illustrations and Tables are not captioned. | The examination of the scenario at the chosen organization is not well done. The outcomes are poor. The models are not used and hence the outcomes fail to present the alignment of the strategic HR activities to organizational goals and objectives. Failure to provide justifications. |
| **Change Implementation Plan (30%)** | An ability to successfully synthesize theoretical issues into practice and to evaluate the possible implications and lessons of SHRM and Change Mgmt. Ideas are presented in a succinct manner and conclusions are well reasoned which have relevance to the scenario. | The work demonstrates a willingness to question and to explore issues and to synthesize theoretical perspectives and practical application within chosen context SHRM and Change Mgmt. Some meaningful well-reasoned conclusions and attention given to lessons learned which have relevance to the scenario. | The work demonstrates a competence to explore issues and to synthesize theoretical perspectives and practical application within chosen case context of SHRM and Change Mgmt. Some helpful conclusions and acknowledgement of lessons learned. | There may be little evidence of an ability to apply theoretical principles to the case scenario or a wider context of SHRM and Change Mgmt. Conclusions unrelated to the scenario. Lessons learned either superficial or lacking. | No application of theoretical principles to the case scenario or a wider context of SHRM and Change Mgmt. Conclusions unrelated and confused or illogical and unsubstantiated. Lessons learned either superficial or lacking. Possibly no real attempt to address assignment brief in respect of actual questions asked. |
| **Recommendations and Conclusions (5%)** | Well-organised, logical, fully supported by evidence, conclusions clear and arise from results/discussion; practical and feasible, with clear consideration of | Well-organised, logical, supported by evidence, conclusions fairly clear and arise from results & discussion; practical and feasible, with clear consideration of SHRM issues. | Reasonably well-organised, logical, generally supported by evidence, conclusions fairly clear and arise from results & discussion; practical and feasible, with un clear or weak | Poor organisation; gaps in reasoning; some obvious conclusions omitted for the list; other conclusions not especially driven by the findings but from 'common sense'. No real implications and | Assertions little related to evidence, frequently illogical or arbitrary; conclusions if presented are disorganized; alternatives not considered; no real understanding of the need to draw |

| | | | | | |
|---|---|---|---|---|---|
| | SHRM issues. Recommendations driven by good deductions from findings. | Recommendations driven by decent deductions from findings. | consideration of SHRM issues. Recommendations not always driven by good deductions. | recommendations, weak and incoherent. | conclusions, implications and recommendations from results. |
| **Presentation and References (5%)** | A balanced, well-structured case, generally coherent in approach. Well-written, well presented and largely free of spelling and/or typographical errors. Breadth of appropriate, current, and relevant references and correct application of the Harvard Referencing Method. | A balanced, well-structured case. Overall clear well-written, well presented. Some small repeated errors in grammar. Good application of Harvard referencing system. Breadth of appropriate, current, and relevant references and almost correct application of the Harvard Referencing. | Case is cohesive, but may be hindered by inappropriate balance, structure or writing style. Some small repeated errors in referencing or grammar. Current and relevant references and correct application of the Harvard Referencing Method. | Whilst some of the characteristics of a pass have been demonstrated, the work does not address the case requirements overall. Possibly lacking in balance, structure or writing style. Some repeated errors in referencing and/or grammar. Limited use of references. | Significant failings in case balance, structure or writing style. Repeated possibly significant errors in referencing and/or grammar. Critical failings in case balance. Possibly lacking in coherence is unstructured and/or is badly presented. |

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## List of figures

# 1. INTRODUCTION

## A. Company profile

Al Babtain LeBLANC Emirates Telecommunication Systems LLC (ABLEM) Established in 2006, is a fully owned subsidiary of Saudi listed Al-Babtain Power & Telecommunication Co. (ABPT) set up to service and support the growing communication industry needs in the UAE.

### An overview of the company

| | |
|---|---|
| **Company Name** | Al Babtain LeBLANC Emirates Telecom Systems LLC |
| **Found** | 2006 |
| **Vision** | "Move ahead towards confirming our position as a market leader by offering competitive and professional lighting solutions." |
| **Mission** | "To provide quality and innovative products with flexible, smarter and greener solutions that offers superior performance and greater value to satisfy our customer expectations." |
| **Values** | Engagement, collaboration, integrity, service excellence and inclusiveness |
| **Headquarters** | Abu Dhabi, UAE |
| **Global presence** | Saudi Arabia, Egypt and France |
| **Products** | Camouflaged Towers, Monopoles, Light Poles and Small Cell. Decorative Light Poles, Mobile Rapid Deployment Vehicles, Smart Lighting Products, Smart Parking Systems, Smart Waste Management, CCTV over the Cloud, Data Centers and Decorative High-Resolution Camera Poles. |
| **Services** | Telecom Infrastructure, Telecom Implementation services, Integrated security system, special technical infrastructures, SMART infrastructure solutions. |

| | |
|---|---|
| **Branches** | Abu Dhabi, Dubai, Al Ain and Ajman |
| **Employees** | 300 |
| **Customers** | GSM operators, Government, Military, oil & gas companies |
| **Competitors** | Inteltec Emirates, Hayat Communications, Waseela, Huawei, Nokia and Ericson |
| **Official website** | http://www.al-babtain.com.sa/ |
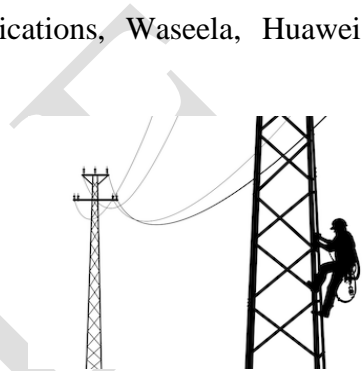
Figure 1 shows business operations;
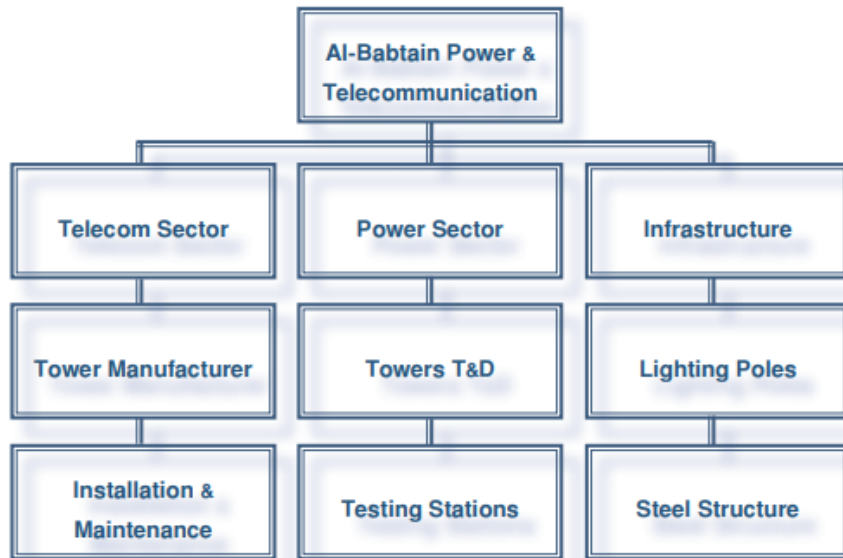


Figure 1: Business operations of ABPT (AlJazira Capital, 2010)

ABLEM is one of the fully owned business subsidiaries of ABPT operating under telecom sector which would be mainly focused throughout this study.
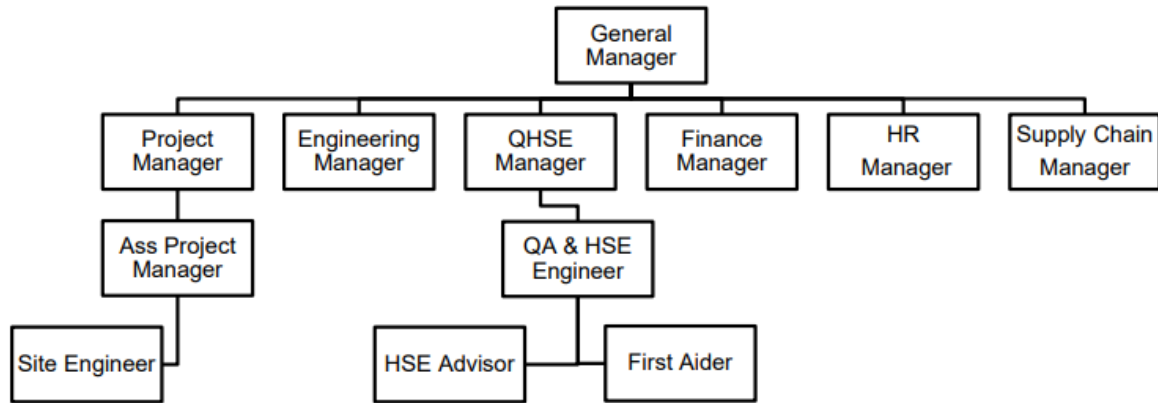


Figure 2: Organizational izational Structure – ABLEM

(Source: Company Documents)

## B. Aim & Objectives

This study aims at generating a comprehensive understanding of the practical implementation of a planned change in response to the business opportunities found in the business environment - at ABLEM.

**Planned change –** Establishing a new branch in Dubai by allocating and managing the current human capital in hand.

Therefore, the major objectives of this paper can be stated as follows;

☞    To identify the alignment between SHRM and organizational performance, more importantly, identifying the impact of staffing, development and compensation practices of HRM on organizational performance in terms of organizational goals and objectives, emphasizing whether the company has been successful in developing competencies among employees to meet the company's goals and objectives.

☞ To come up with the best possible change management solution, synthesizing issues related to strategic HRM of Al Babtain LeBlanc Telecommunication Systems LLC.

☞ To narrate the model of change proposed related to the newly planned operational branch of the company, analyzing the most appropriate leadership qualities and models the company administration could adopt to make the change successful.

## C. Significance and contextual relevance

ABLEM provides quality telecom products and services at competitive prices, focusing on excellent customer service. This enables the company to achieve its ultimate objective; to attract more customers building a loyal customer base and to increase shareholder's value. With this focus in place, the HR department has clearly stated four key objectives to achieve, specifying the necessity of effective staffing and development practices. Our HR mission is to recruit, develop, support and retain a diverse and multi-talented workforce that enables the company to achieve business success, strengthening the company's reputation it gained in the industry over the last few years. The vision is to deliver excellent HR programs aiming at building competitive advantage from its collaborative efforts. Human Resources are managed to comply with the UAE's labor law; Federal law no 8 of 1980 and its annexed rules and regulations. The company has clearly outlined its recruitment and selection policies, orientation policies, and development and compensation activities. All these activities are defined along with a strong disciplinary guideline ensuring that the company is operating in an ethically acceptable way (Wright, 2008).

When recruiting employees; web portals, recruitment agencies are used. When selecting employees, skilled and multi-talented candidates are focused on.

All employees are motivated through providing annual bonus, overtime pay, travel allowance, vehicle allowance, benefits include life insurance, medical insurance etc. As per the findings, the bast pay of employees is not at a satisfactory level. The company is more likely to lose its valuable employees whenever new job opportunities are created for such employees. The fact is; if a company needs to retain its valuable employees in the long run, it is imperative to have

an ideal compensation system (Sandhya, 2011). ABLEM is adopting a performance-based payment, focusing on individual performance as well as group performance. Group incentive plans are applied to motivate workgroups. For instance- group rewards are given with the aim of appreciating and motivating employees for the successful implementation of a given project.

Training and development programs are carried out as an ongoing process to improve employee skills and knowledge. Staff training is one of the strategic HR objectives of the company that specifies staff training should be conducted with at least one day per employee for the year. On the job training is given for employees because it is cost-effective and comfortable for employees. Workshops, training sessions, apprenticeship training and mentoring are on the job training techniques of the company. Also, training is given whenever new technology or techniques are adopted by the company.

Furthermore, HR policies specify that all new employees must be given an orientation program with sign off by all managers with their relevant areas of business, enabling them to better fit into corporate culture. Therefore, the workforce of the company has been a valuable, rare, non-imitable and well-organized workforce. Thus, workforce quality is guaranteed.

Therefore, most likely there is a good alignment between corporate objectives and HR strategies.

## 2. LITERATURE REVIEW

### 2.1. Today's changing HRM landscape

Today, all businesses with no exception have to make perpetual changes to their key business elements in response to never-ending changes in the business environment. Businesses that are afraid to make changes never survive (Jin Ahn, 2008). Continuous changes in technology, economies, and environment, legal, and society as a whole have a great influence on HRM. More importantly, globalization and changes in technology have changed the way human resources are employed and managed in the business context. In today's dynamic business environment, productivity and profitability goals are aimed to meet through effective HRM practices. However, it is not to mention that the modern business world is confronted with many issues and businesses are struggling to gain competitive advantages. Thus, it is necessary to make alignment between HR strategies and corporate objectives, if a company wants to ensure its business growth. SHRM aims to provide a clear direction to businesses that support

them to transform business objectives into coherent and practical policy programs, bringing competitive advantage over competitors. SHRM focuses on the contribution of HRM practices towards organizational performance (Paauwe, 2009) .

SHRM is predicted on the belief that HR strategies should be integrated with business strategies. Miller (1989) believes that for this state of affairs to exist, it is necessary to ensure that management initiatives in the field of HRM are consistent with those decisions taken in other functional areas of the business and consistent with an analysis of the product-market situation (Malik, 2009).

The following definition of SHRM are highly focused by Kataryana when addressing the contemporary issues and challenges in HRM (Stankiewicz, 2015);

The fundamental objective of strategic human resources management is to generate strategic capability to ensure that the organization has highly qualified, highly motivated employees to achieve competitive advantage (Stankiewicz, 2015).

Figure 3 shows a model of SHRM;
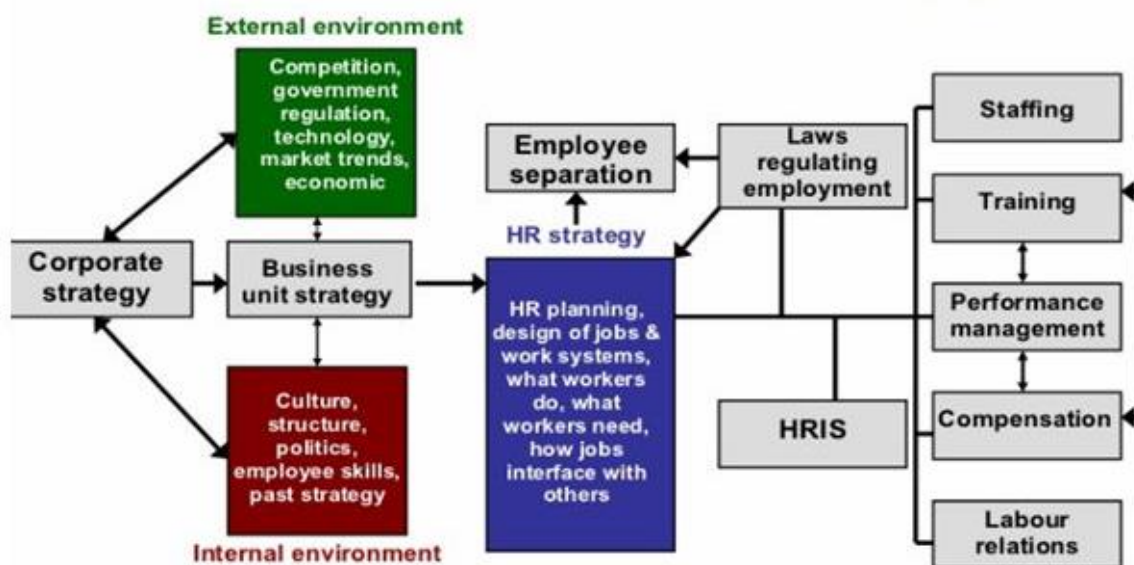


Figure 3: A model of strategic HRM ( (Locusassignments, 2019)

Figure 4 shows how Delta Airline's HR strategy supports and enables the business strategy, reflecting the approach of SHRM.As it shows, IBM has been able to successfully manage employees to drive value innovation. Employee motivation is driven by performance based opportunities, leadership, flexibility and value based climate.



Figure 4: How the IBM HR Strategy Supports and Enables the Business Strategy (Wright, 2008)

Professor Patrick M. Wright explains the following steps to build HR strategy; I. Analyze the industry II. Understand your value chain III. Identify your key processes IV. Identify your key people V. Build your HR strategy.

### 2.1.1.  Harvard Model for HRM
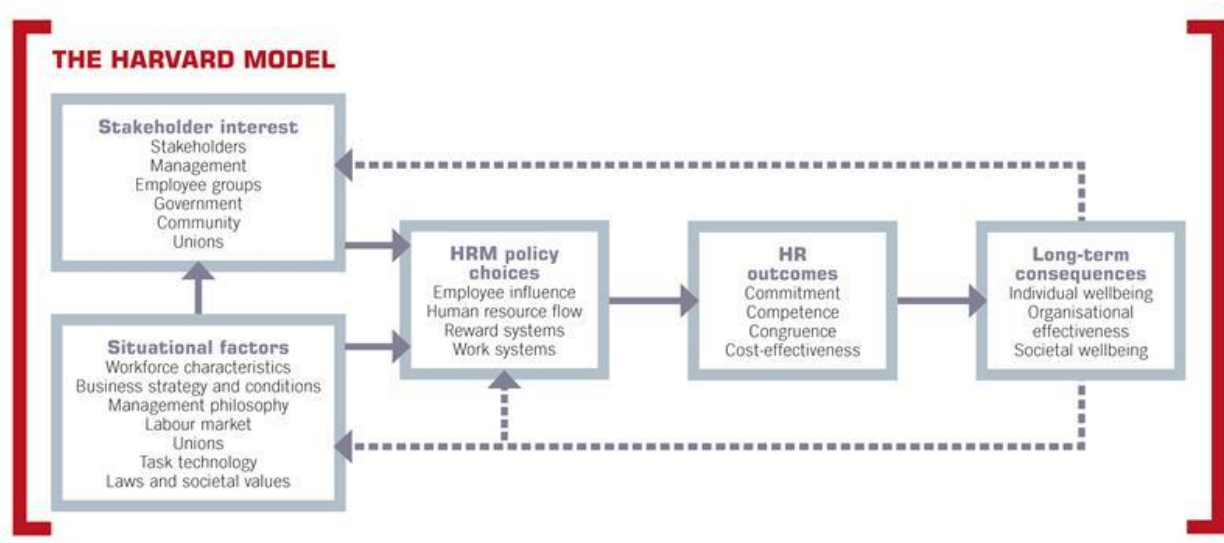


Figure 5: Harvard Model for HRM (Boselie, 2015)

The model proposes four human resource categories that drive long term consequences of HRM; Human resource flows, Reward systems, Employee influence work systems, focusing on the importance of addressing the interests of all stakeholders in both external and internal environment. This model provides an overview of factors affecting effective HRM policies that drive business growth through employee commitment, competency, congruence and cost effectiveness (Paauwe, 2009).

### 2.1.2. Trends in HRM

In 21st century, HRM is dramatically affected by five trends; businesses that fail to response will often go bankrupt. And failure to manage change also leads business bankruptcy.

Figure 6: Key trends affecting HRM

These trends have led changes in key HRM practices.

### 2.1.3. Changes in key HRM practices

Modern organizations have to manage human resources strategically concerning business environmental changes. HR strategies must be formulated by taking the following changes | changes into account;

Staffing (Muiswinkel, 2013);

- ❑ Increased labor competition
- ❑ Workforce diversity
- ❑ Demographic shift – Y generation, which is also referred to as the digital generation
- ❑ Internet is used to screen and process applicants
- ❑ Web portals are available for recruiting and selecting employees
- ❑ Mobility of employees – virtual mobility
- ❑ Remote work – working from home
- ❑ Flexible work arrangements

Training and development;

- ❑ Companies should constantly strive to identify and fill the growing gap between existing competencies and skills, ensuring that required competencies and skills to meet future challenges are already at hand.
- ❑ Focusing on decision making skills of employees
- ❑ Focusing on employee job satisfaction and commitment
- ❑ Facilitating employee personal development (Reddy, 2013)
- ❑ Organizations have to assess employee competencies and train employees regularly.
- ❑ E- Training | E-Learning - Easy and less restricted by time, budget and space.

**Compensation;**

- ❑ Modern compensation system is structured based on corporate values and strategies.
- ❑ Agile compensation
- ❑ More transparent
- ❑ Focuses on getting the contribution of employees at the highest possible level

## 2.2. The impact of SHRM on business performance

"SHRM is the process of linking the human resource function with the strategic objectives of the organization in order to improve performance" (Bratton, 2010)

SHRM is a relatively new transformation in HRM that concern the role of HRM in organizational performance. In particularly, it is about how companies can manage human resources in a way that enables companies to develop competitive advantage. Four policy goal of SHRM are; High employee commitment, strategic integration, flexibility and high quality. Effective HR strategies lead to increased performance in areas like productivity, quality, competition and financial performance (Begum, 2016). The best HR strategies always focus on getting the best level of employee performance by ensuring that Employees have something – abilities, competencies, talents , Employees feel something – motivation, commitment, and engagement  and Employees do something – report to the workplace, be productive, serve customers, and etc.  ; If a company can get the best performance from employees, it mean company will get the best level of performance of the company as a whole (Wright, 2008).
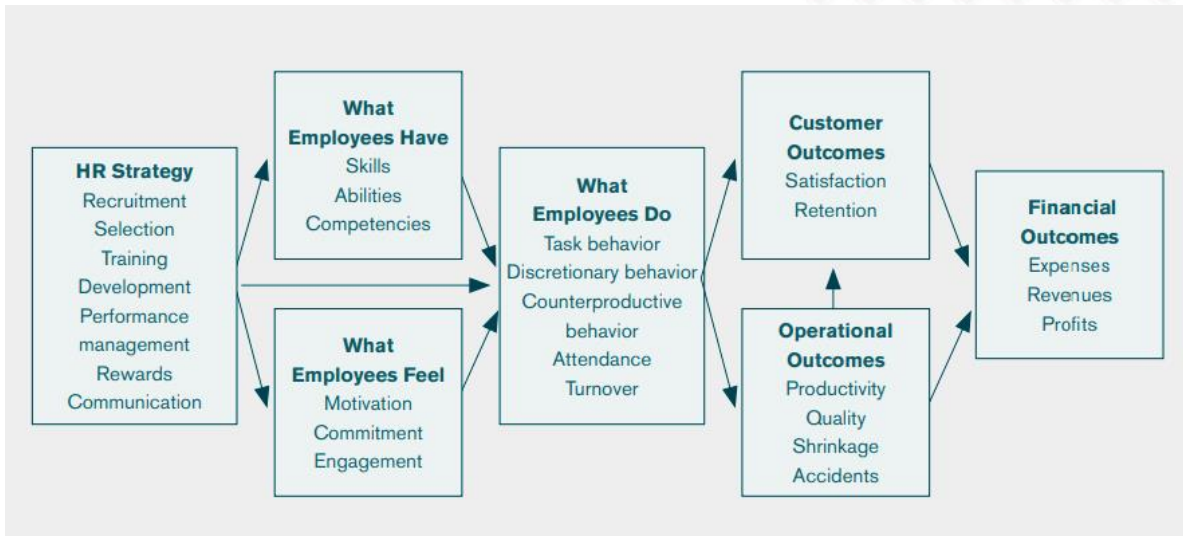
Figure 7 : HR strategy and performance (Wright, 2008)

Pfeffer listed seven HR practices that enable companies to improve their business performance (Cania, 2014).

1. Employment security.
2. Selective hiring of new personnel.
3. Self-managed teams and decentralization of decision-making as the basic principles of organizational design
4. Comparatively high compensation contingent on organizational performance.
5. Extensive training.
6. Reduce status distinctions and barriers, including dress, language, office arrangements, and wage differences across levels.
7. Extensive sharing of financial and performance information throughout the organization.

The business strategy in any organization needs to focus on HR strategy and to be carefully linked to the Vision, Mission, and goal. Also HR values take up major priority as it leads to the success of the business. HR is also said to be a source of competitive advantages, thereby business growth. To succeed and ensure business growth, companies must develop competitive advantages that enable them to stay competitive and profitable over competitors. This can be done by adopting cost leadership or differentiation strategies. To offer products at relatively low prices, companies have to focus on cost reduction. And differentiation strategies are

influenced by innovation. For instance: Apple Inc. aims at developing competitive advantages by adopting a differentiation strategy.

Figure 8 shows the link between HRM practices and competitive advantages;
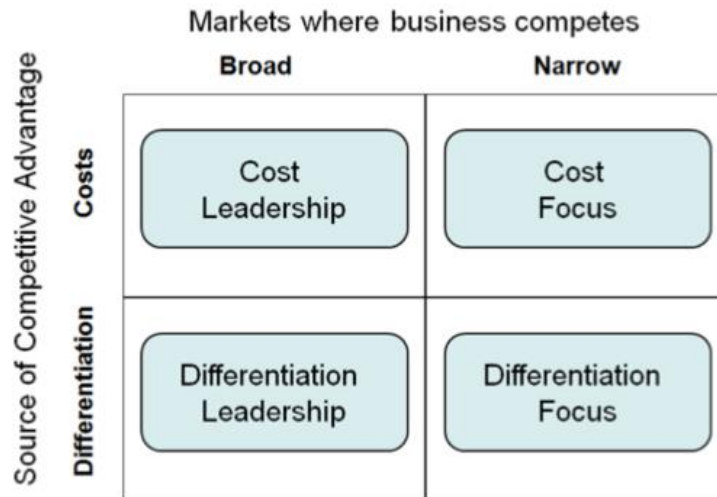


Figure 8: Porter's competitive advantages (Bratton, 2010)
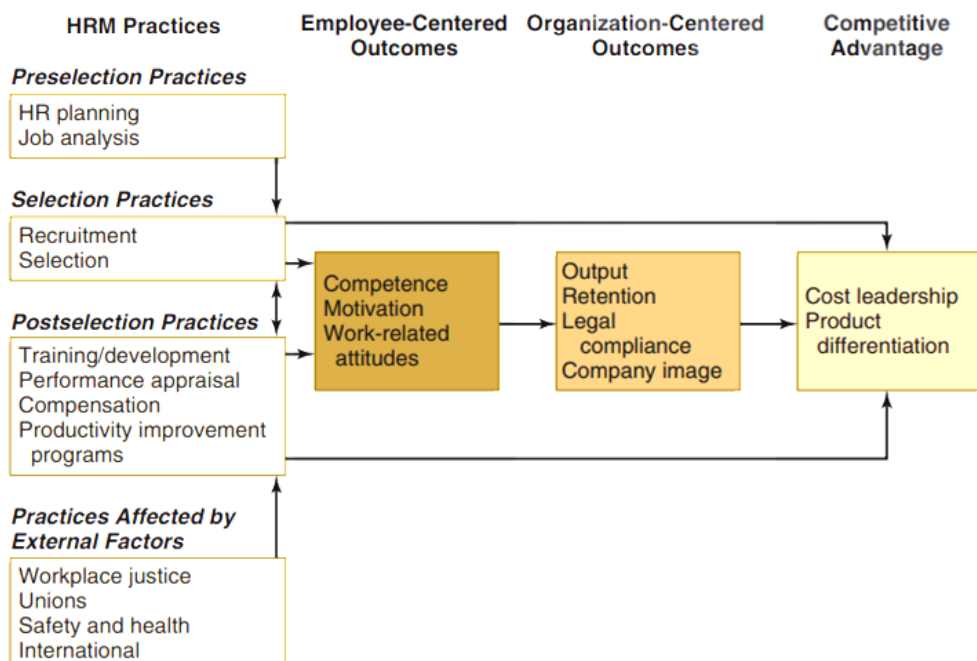


Figure 9: A model linking HRM practices to competitive advantages

### 2.2.1. The impact of HR strategies on employees

HR strategies and policies affect employee commitment and engagement. HR strategies like commitment strategies have the great potential to drive employee performance because commitment strategies include high wages, extensive training programs that help businesses to hone employee skills and knowledge, ensuring high employee participation and performance (Wright, 2008). Training and development and performance appraisal encourage the employees to work better to increase organizational performance. The successful organizations consider HRM practices as a crucial factor that directly affects the employee's performance (Hassan, 2016).

### 2.2.2. The impact of HR strategies on business operations

Labor productivity and quality of the output are affected by HR strategies (Wright, 2008).

### 2.2.3. The impact of HR strategies on financial performance

(Luc Sels, 2002) Financial performance is driven by productivity; productivity serves as a mediator between HR practices and financial performance. And the link between productivity and financial performance is influenced by value-added. To measure value-added, the share of personnel costs in the gross margin is used. The gross margin must be sufficient enough to pay staff, investments, taxes, interests, and other financial obligations. In this sense, gross margin serves as a mediator between productivity and other financial indicators include profitability, liquidity, and wealth. Operational performance is linked to financial performance in terms of productivity and value-added. HR strategies like performance-based pay and training programs are more likely to increase personnel costs directly. (Luc Sels, 2002) The findings of the research study indicate that HRM intensity has a strong effect on productivity which in turn affects personal costs. Furthermore, findings reveal that the effect of HRM intensity on profitability is also positive.

#### ♣ Return on Investment (ROI) – ROI in HRM

ROI is used to measure the return on HR practices. ROI methodology has been recognized as the best methodology and a proactive approach to demonstrate the alignment, contribution and returns from HR practices (P.Phillips, 2009).

$$\text{Benefits/Cost Ratio} = \frac{\text{Monetary Benefits}}{\text{Program Costs}}$$

$$\text{ROI (\%)} = \frac{\text{Net Monetary Benefits}}{\text{Program Costs}} \times 100$$
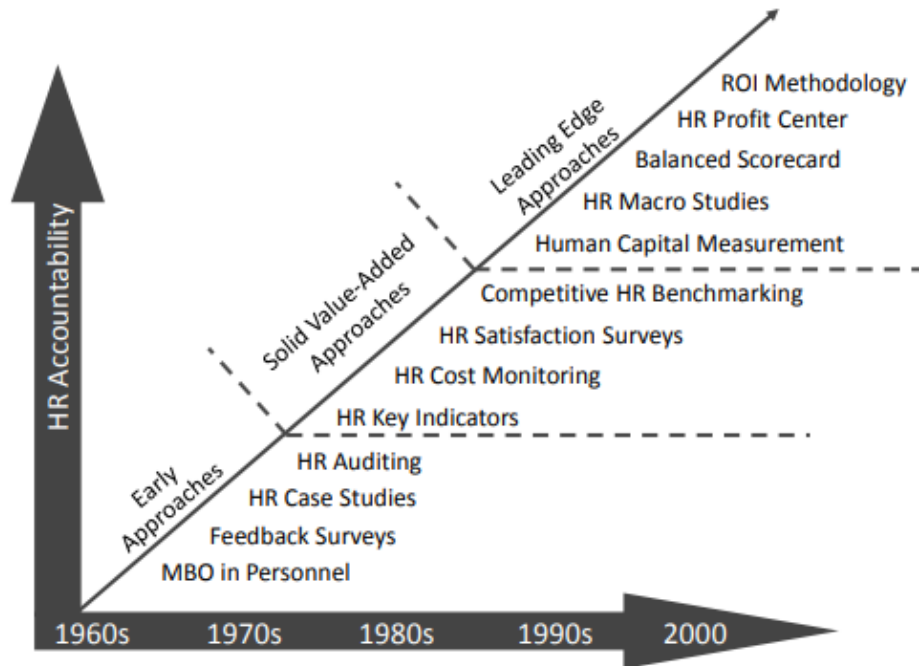
Figure 10: HRM accountability progress (Phillips, 2007)

## Applications

- Learning and Development
- Career Development
- Competency Systems
- Diversity Programs
- E-Learning
- Executive Coaching
- Gainsharing
- Meetings and Events
- Leadership Development
- Organization Development
- Orientation Systems
- Recruiting Strategies
- Safety & Health Programs
- Self-Directed Teams
- Skill-Based/Knowledge-Based Compensation
- Technology Implementation
- Quality Programs
- Wellness/Fitness Initiatives

Figure 11:  Application of ROI in HRM (Phillips, 2007)

| Reactive | Proactive |
|---|---|
| • Show contributions of selected programs<br>• Justify/defend budgets<br>• Identify inefficient programs that need to be redesigned or eliminated | • Aligns learning to business needs<br>• Earn respect of senior management / administrators<br>• Improve support for HR<br>• Enhance design and implementation processes<br>• Identify successful programs that can be implemented in other areas<br>• Earn a "seat at the table" |

Figure 12: Impact of ROI analysis on HRM (Phillips, 2007)

### 2.2.4. Impact of HR strategies on customers and other stakeholders

Rogg in 2001 stated that HR practices drive cooperation, customer orientation, employee commitment, and managerial competence—and therefore have a major influence on customer satisfaction (Wright, 2008) . On the other hand, few scholars argued that there is no conflict between shareholders' value and other stakeholders' value. The reason was indicated as meeting the expectations of other stakeholders paves the way for shareholders' value. And few others argued that the importance of the dissimilarity between meeting the needs and acknowledging rights is diminished by remuneration strategies (Nick Bacon, 2005).

### 2.2.5. Legal compliance in HRM

HR compliance must be integrated with the overall HR and business strategy. And today, the relationship between the employer- employees is strictly regulated. Thus, HR practices of companies must be consistent with the following legal matters because failure cost of HR compliance is significantly high (Swayze, 2010);

> ➢ Labor laws – minimum wages, rights to OT pay, laws on workplace discrimination in terms of age, gender etc., laws affecting hiring and firing decisions, employment and reemployment laws, immigration laws etc.

- Hiring
- Immigration
- Postings
- Policies and Practices
- Performance/
- Employee Management
- Wage and Hour
- Benefits
- Compensation
- Reporting
- Leave and Disability Management
- OSHA and Workplace Safety
- Recordkeeping
- Discipline
- Termination

Figure 13: HRM practices with compliance risk

## 2.3. Impact of employee motivation on employee performance

Performance of the organization depends on how employees are working towards shared goals and objectives. To get the best possible performance and quality output, employees must be well recognized and motivated by rewarding them. Managers should continuously look for ways to motivate employees and satisfaction or dissatisfaction are directly proportional to performance of an employee. Employee performance can be improved by infusing that they are valued and paid well. Compensation acts as a strong motivator that improves employee performance (Al-Nasser, 2016).

Approaches to motivation include; Praise, salary, wages, increments, incentives, assigning new tasks, management style, and communication style, etc. Samira AI Jasmi states that employees with high-performance rates are usually willing to give an extra effort to the organization when it is required. Also, more motivated employees are tending to be more loyal to their organization and hence producing attractive outputs (Jasmi, 2012). As a result, when employees feel motivated to work are likely to be more stable, productive and innovative and turn out the work with high quality and with their full potential (Jasmi, 2012).
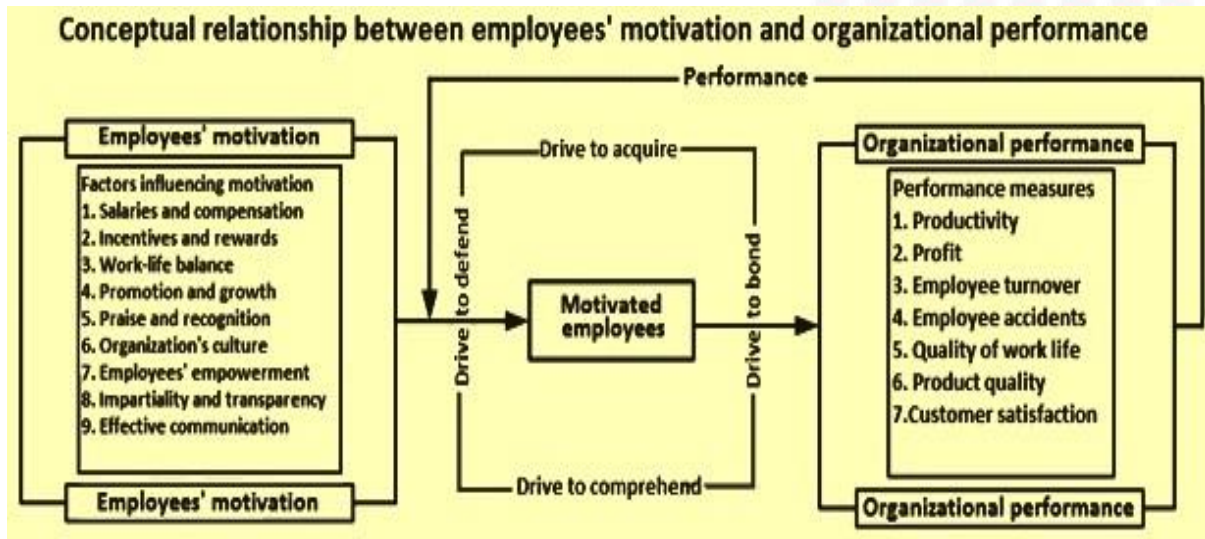
Figure 14: The relationship between employee motivation and organizational performance (Satyendra, 2020)

## 3. APPLICATION OF UNDERSTANDING AND KNOWLEDGE

The company's business strategy focuses on providing top-notch quality products | services at competitive prices, believing that the company has the great potential to build competitive advantages through providing diversified and high-quality products and services over competitors. Customer service excellence is key to retain existing customers and attract new customers as service providers.



Figure 15: Client testimonial -Al Babtain

## 3.1. Objectives of the company;

Objectives of the company can be stated as;

- ☑ To increase the profit margin
- ☑ To Increase shareholder's value
- ☑ To provide high quality telecommunications over competitors
- ☑ To provide excellent customer service
- ☑ To expand the business into highly demanded geographical locations, capturing the potential customers
- ☑ To retain talented employees.

## 3.2 HR Objectives of Al Babtain

The following four key objectives are aimed to achieve by implementing HR practices.

- ☑ **Manpower Training**
    - Staff training is conducted
    - All new staff members are placed on job after providing an orientation program

- ☑ **Documentation Accuracy**
    - All documents are up to date and no outstanding and snags within time with zero penalties; trade license, insurance, rental agreement and etc.
    - Zero- non conformity in internal and external audit on documentation of employee records

- ☑ **Recruitment**
    - Ensure equity, competency of employee and within budget hiring process.

- ☑ **Work Environment**
    - Create a friendly corporate culture that promotes collaboration and team work.

- KPI's for departments and ensure 4-5 KPI s are prepared and submitted at the end of every year for the next year.

| | |
|---|---|
| Health and Safety Environmental policies | Compensation policies |
| ICT Policies | Policies on leave; Annual leave, sick leave, |
| Standards of business conduct and ethics | maternity leave, paternity leave,hajj leave, and |
| Alcohol and drug substance | unpaid leave. |
| Confidentiality – employment information, customer information | Disciplinary Guidelines |
| | Types of offences |
| Property and asset protection policies | Grievance |
| Vehicle use | Disclosure of employee information |
| Attendance and tardiness | Work permit and others |
| Smoking, dress code | Employee file |
| Work schedules - Regular work schedule, shifts work schedule, break during working hours, summer time, Ramadan work schedule, emergency closings and public holidays. | Passport custody policy |
| | Travel policies |
| | Grading structure - policies on salary administration, job analysis and job evaluation |
| Safety instructions | Telephone policy |
| Recruitment and selection policies | Overtime - policies on working hours |
| Reference check policy | Medical benefits |
| Manpower planning – policies on preparation of manpower plans, consolidation by HR department, approval of budget. | Performance management |
| | SMART goal setting |
| | Separation |
| Orientation policies | Exit interview |
| Probation period | |

Figure 16: HR policies of the company

## 3.3 Key HRM Functions of Al Babtain

### 3.3.1. Staffing

- Job vacancies are published on Web
- Getting support from the recruitment agencies
- Candidates are called for interviews through emails and telephone calls
- The following four interview methods are used to hire the best candidate to fill the vacant;

I. Conversational interviews,

II. General interview guide approach

III. Open-ended questions interviews

IV. Closed, fixed response interviews.

- Orientation program is given to new employees, ensuring they fit in better a corporate culture.

ABLEM has provided a general guideline for selecting candidates;

| Level of staffing | Interview/ selection panel | Assessment criteria |
|---|---|---|
| • Senior Manager<br>• Mid-level Manager<br>• Head of Dept./Section | • HR Manager / Hr in Charge<br>• Dept. / Line Manager of the Hiring position<br>• Head of Department<br>• Country Manager of the Division / Company | • Psychometric Testing **<br>• Presentation<br>• Written exercise (appropriate to level)<br>• Competency based interview *<br>• Tour of sites |
| • Professionals<br>• Skilled workers | • HR Support<br>• Dept/Line Manager of the Hiring position<br>• Head of Department | • Written exercise (appropriate to level)<br>• Competency based interview *<br>• Specific questions in relation to the nature of the post |
| • Semi-Skilled and unskilled workers | • HR Support<br>• Depart/Line Manager of the hiring position | • Specific questions in relation to the nature of the post<br>• Regular interview |

Figure 17: General selection guideline (source: company documents)

### 3.3.2. Training and development

- The company believes training and development programs should be an ongoing process.

- Employees are given on the job training -workshops, training sessions, apprenticeship training and mentoring.

- When new technology or process is introduced, employees are trained to cope with the change.

### 3.3.3. Compensation

- Base pay
- Performance based payment
- Annual Bonus
- Overtime Pay
- Individual and group compensation plans
- Vehicle allowance
- Health insurance

These activities facilitate the company to meet its corporate goals and objectives because the company has been able to provide strategic and attractive compensation plans to retain existing employees. As it is justified through the literature review section, performance based payment systems have the great potential to improve employee commitment and contribution.

Figure 18 shows that there is a clear alignment between the business strategy and HR strategies. HR strategies has enabled the company to successfully achieve corporate goals and objectives. The company is well capable of building competitive advantages.

```
┌─────────────────────────────────────────────────────────────────────┐
│                    ┌─────────────────────┐                           │
│  ┌──────────────┐  │  HR Strategies      │                           │
│  │ Business     │  │  Flexible leadership│                           │
│  │ Strategy     │  │  Recruitment of     │   Inspired and            │
│  │ Offer        │  │  multi-talented and │   committed workforce     │
│  │ innovative   │  │  skilled employees  │   that contributes to;    │
│  │ and high     │  │  Well defined       │        Operational        │
│  │ quality      │  │  transparent HR     │   ═══▷  efficiency –       │
│  │ telecommuni- │  │  policies           │        cost reduction     │
│  │ cation       │  │  On the job training│        Profitability       │
│  │ products and │  │  Performance based  │        Competitive         │
│  │ services at  │  │  payment system     │                           │
│  │ competitive  │  │  Individual and     │                           │
│  │ prices       │  │  group incentive    │                           │
│  └──────────────┘  │  plans              │                           │
│                    │  Ongoing performance│                           │
│                    │  evaluation process │                           │
│                    └─────────────────────┘                           │
└─────────────────────────────────────────────────────────────────────┘
```

Figure 18: Framework to show the link between Business Strategy and HR strategy

## 4. CHANGE IMPLEMENTATION PLAN FOR AL BABTAIN LEBLANC

### 4.1. Critical analysis of factors driving change

(Stefanie Dentinger, 2009) Stefanie has revealed through the research study that organizations make changes to meet a variety of business goals; increase profitability, increase competitiveness, increase market share, reduce costs, increase business performance, expand business operations, etc. McKinsey has surveyed in 2008 to analyze which factors drive changes; as per the findings; the majority of respondents have chosen 'to be more competitive' as the key reason for changes in organizations. And the second reason was "to reduce costs". Driving forces that contribute to innovation have been identified as internal communication – exchanging information, communication between executives and employees, organizational absorptive capacity – the willing to learn from the external environment, and R&D activities

(Brigitte Preissel, 2009). Brigitte, Justus and Peter pointed out that changes in the telecommunication industry are driven by changes in technology – IoT, SDN, 5G, etc. And rules and regulations (Brigitte Preissel, 2009).

### 4.1.1   Factors driving the change in ABLEM – Opening of a new branch in Dubai

**External factors**

- High demand for telecommunication industry in Dubai (Willis, 2016).
- Competition
- Location advantage – Dubai is one of the biggest cities in the UAE
- Growth in UAE's telecom industry
- Government policies - favorable to the development of ICT

**Internal Factors**

- Talented workforce – well experienced
- The effectiveness of HR strategies
- Financial feasibility
- Understanding of the market
- Brand recognition

## 4.2. A critical review of change management models

Syed Talib argued that Kurt Lewin's model is less effective in managing change because the model is too simple and does not provide the steps in details. To adopt the model successfully; additional information must be considered (TalibHussain, 2016).  it is argued that the Lewin's model is less likely to flexible to address complex changes and the competitive atmosphere in the modern business environment. Therefore, the model is more applicable to small scale firms (McAleese & Creed, 2013).

Kotter's change model is an award winning model that outlines a clear and entire roadmap that paves the way for successful change management. As stated by Luca, creating a sense of urgency is crucial for facilitating change as it ensures employee engagement (Bucciarelli, 2015).

And Kotter's model is the most compelling formula for leading and managing mandated organizational change, emphasizing on leadership. The model became highly sought after

leaders of large organizations adopted it to implement planned change and remains a key model in change management. On the contrary, some argued that the model is not only central to the planned change but also it is applicable in emergent changes (Pollack, 2015).

ADKAR Model for change is also a result oriented approach that explains successful change happens when both employee and organizational dimensions occur concurrently. Missing steps of ADKAR model lead negative consequences; confusion, resistance, anxiety, frustration and reverse (Sarah, 2019). Goyal pointed out that ADKAR Model helps to make employees effective sponsors of change, emphasizing the people dimension of change. When making changes, it is needed to address individual reactions and create awareness, desire, and knowledge and reinforcement among employees because the way each employee responds to change varies (Goyal & Oatwardhan, 2018).

### 4.2.1 Kotter's 8 Step model for change - ABLEM

Figure 19 shows Kotter's 8 steps for change management;



Figure 19: Kotter's 8 steps change model

For setting up a new branch, Kotter's change management model can be adopted in the following way;

| | | |
|---|---|---|
| 1. | **Create urgency** | The company should arrange meetings to let employees know why it is necessary to make the change. Employees must be given a clear understanding of the current financial performance of the company and projected financial benefits. |
| 2. | **Form a powerful coalition** | Adopting a flexible leadership style to create a powerful coalition. |
| 3. | **Create a vision for change** | Vision of the change is to improve business performance thereby stakeholder's value. |
| 4. | **Communicate the vision** | Communicate the vision in details to all employees. |
| 5. | **Empower action** | It is necessary to remove obstacles and manage the resistance to change factors taking proactive decisions rather than reactive ones. |
| 6. | **Create quick wins** | Short term wins can be set. So that the company will be able to ensure employee engagement. Short terms wins can be recognized as a motivator that inspires employees to drive the change successfully as they feel that they are valued. |
| 7. | **Build on the change** | Evaluate the change process and identify what went wrong. And make right decisions at the right time to reinforce the change. |
| 8. | **Make it stick** | To make the change stick, positive outcomes of the change should be shared with employees; improvements of business performance, revenue growth, and new customers, etc. and also rewarding employees should be a continuous process; promotions, salary increments, training programs etc. |

### 4.2.2. ADKAR Model for change - ABLEM

| | |
|---|---|
| **Awareness** | Provide employees with necessary information about the change, as the objective of establishing a new branch is to improve the company's profit and satisfy customers ensuring the reliability and availability of the service, the company will be able to improve the stakeholder's value including employees. This must be clearly communicated. |
| **Desire** | Create a work environment that inspires employees to participate and support the change |
| **Knowledge** | Employees must be given enough knowledge on how to change throughout the process, providing required training an education. |
| **Ability** | Instruct employees to adopt with the change recognizing their skills and behaviours focusing on development of their abilities, give enough times and resources to improve their abilities to meet the intended outcomes. |
| **Reinforcement** | Employees must be recognized and rewarded, appreciating their contribution and the best performance. Progress of the change must be transparent in terms of financial performance of the company. |

## A. Forecasting demand and supply of human capital

HR Demand forecasting is the process of determining the size and quality of current employees and future human capital demand, considering the internal and external HR supply (Jaiswal, 2016). Determining the HR from within and outside the company and can manage HR resources effectively adopting HR strategies to meet corporate goals and objectives.

The following table will clear the human capital requirement for the proposed change.

| Division | Number of Permanent employees needed | | Temporary based employees | |
|---|---|---|---|---|
| | Internal sourcing possible | External sourcing needed | Internal sourcing possible | External sourcing needed |
| **Onsite technical executives** | 97% | 3% | - | - |
| **Site supervisors** | 100% | - | - | - |
| **Installation work** | 20% | 1% | 10% | 69% |
| **Cell site caretakers** | - | - | (- 4%) Downsize | |
| **Training staffs** | 60% | - | - | 40% |
| **New Staff in other Branches for new branch.** | 99% | 1% | | |

Table 1 : Human Capital  Demand

**Note**: All percentages are as against the present manpower capital available in the manpower needed based on the Operations teams' requirement specific to the new branch operations.

## Closing gap strategy

Currently, 300 employees are employed in four branches- Abu Dhabi – 02, Ajman -01, AI Ain - 01, and Dubai. Though the company intends to establish a new branch in Dubai, the company has no plan to recruit new employees. Instead, ABLEM is planning to assign roles and duties among existing employees; executive-level employees, engineers, technical staff, supervisors, skilled and unskilled laborers. As per the operational teams assessment and intention, it is clear that more than 97% of existing onsite field executives can be fit in to realigned business process

as the end result of their activities being the same and only the mode in which they carry it our will be different. Suppose that a telecom company has 10 engineers, then their roles can be delegated in such a way that five employees would serve for one branch and the remaining would serve for the new branch. However, this in turn would increase the workload of employees. As we know, adopting the strategic HRM approach, AI Babtain LeBlanc's has been able to motivate employees - attractive compensation plans. HR strategy of AI Babtain LeBlanc has great potential to retain employees, and due to the effect of COVID 19, employees are less likely to leave their jobs for any reason. Thus, employees can be transferred to the planned location and the new branch can be managed remotely. To make this change a success, considerable attention must be given to leadership styles and communication.

**Effects of the change** - increase operational efficiency, provide products and services to more customers, increase workload per employee, and increase the overall company revenue.

## B. Stakeholder Analysis

When making decisions and planning to make any change, companies have to draw attention to the interests of stakeholders that matter the most. The power – interest matrix offers two parameters that enable companies to classify their stakeholders in terms of priority. The actions needed to implement with regard to this change can be represented using the power-interest matrix as follows;

Figure 20: The power- interest Matrix – AI Babtain LeBlanc

**Management –** Top management plays the most important role because they are responsible for developing long term strategic plans and company policies including HR, reflecting a good corporate governance that promotes business reliability and satisfaction among stakeholders. Top management makes the key decisions that affect the long term, providing the direction for the entire organization. When making decisions top management has to take all stakeholder's interest into account (Hyväri, 2015).

**Employees**- Employees are the prime stakeholder of any company. Their commitment and contribution to meet organizational goals and objectives are mandatory to business growth. To get their best possible performance, the company must make sure whether they are satisfied or not. High employee turnover affects the productivity thereby the profitability (Surji, 2013).

**Customer**s - GSM operators, Government, Municipal, military, oil & gas companies and other private network. The company's revenue is driven by customers. It is important to keep satisfying customers' needs and wants at the right time providing a top notch customer service.

Customers should be informed about the change so that the company will be able to attract new opportunities.

**Suppliers -** Suppliers have the power to influence the business operations. Suppliers should provide the value for money they received from the company, offering quality supply. As the company's goal is to provide high quality products, supplier contribution is a must (Scarborough, 2013).

**Competitors** - Inteltec Emirates, Hayat Communications, Waseela, Huawei, Nokia, Ericson, and etc. The business should tract competitor's performance in the market, so that the company would be able to move forward and stay ahead of the competition as it enables the company to build competitive advantages (Cetinkaya & Niavand, 2019)..

**Community** and **the government** requirements must be considered by the company to offer the best possible value they expect. If not, the change is more likely to fail. Legal compliance must be ensured by implementing the corporate strategic plans in compliance with the rules and regulations imposed by the local government. The UAE's government policies are favorable to the business practices of AI Babtain LeBlanc.

And community's needs and requirements must be considered - CSR plays a critical role.

<u>**Risks associated with the change**</u>

- Financial Risks -  Negative ROI
- Likely to Loss of valuable employees and investors
- Schedule conflicts
- Organizational politics
- Reputation may be tarnished

To mitigate the risks, it is important to develop a contingency plan concerning the possible negative consequences. Once the plan is created, it must be polished and maintained, ensuring the plan fits into to any situation that would happen unexpectedly. For instance; In any case if an employee leaves the job or if key employees are not available, HR strategies must be created in advance to react to such situations. The plan acts as a strategic instrument that would help the business to combat against HR risks (Fernandes, 2008).

## Resistance to change factors

The resistance is faced due to a variety of factors. When duties and responsibilities are changed, employees are more likely to resist the change because they feel insecure. Furthermore, habits of employees, ineffective communication, the fear of unknown, distrust, and economic considerations are factors affecting the resistance to change (Serban, 2016). In addition to these factors, Thomas also pointed out that education level of employees has great impact on employee resistance. As stated by Thomas, employee trust can be built by encouraging employee participation and open communication (Gaylor, 2001).

## Strategies to overcome resistance to change

- ☑ Clearly defining the change before the change is implemented
- ☑ Maintaining an effective communication system
- ☑ Providing training programs and knowledge
- ☑ Supporting employees to cope with the change
- ☑ Encouraging employee participation
- ☑ Building trust through open communication
- ☑ Assessing readiness for change
- ☑ Adopting a flexible leadership style
- ☑ Constantly motivating them to embrace the change

## C. Communication and Leadership

| Trait Theory | Behavioral Style Theory | Situational Theories | Shared Leadership Style |
|---|---|---|---|
| **Definition:** It focuses on personality traits and attributes that contribute to strong leadership | It identifies the actions and reactions of great leaders and concludes that leadership can be developed through learned behaviors. | The leader decides the appropriate form of leadership to be used in each organizational situation and context. | It refers to the empowerment of individuals by allowing them to lead their teams according to expertise and skills. |

Table 2 : Four different leadership styles

The definitions of four leadership theories have been discussed above and in their context, we will decide which form of leadership theory is suitable, practical, and in best pursuit of AI Babtain LeBlanc's expansion aims.

Leadership styles and communication strategies are interconnected and inseparable. Communication breakdowns represent 72% of difficulties experienced during major changes (Ryerson university, 2011). Attah pointed out that the effectiveness of leadership is measured based on its ability to sustain the result over a long time (Attah, 2017).

Trait leadership just about the traits that make a good leader. Leadership behaviors for successful change management have been identified as make ethical decisions, inspire others, reward employees, result oriented, solve problems effectively and etc. (burns, 2015). Path goal theory suggests that leaders should change their leadership behavior considering the differences of individuals. The theory proposes that leadership behavior should be perceived as an acceptable one by the subordinates because it leads their satisfaction (Polston, 2016). Change management professionals argued that 70% of change initiatives are more likely to fail due to lack of managerial level commitment and support, poor communication plans, lack of skills required to manage change etc. Therefore, leadership behaviors should be shaped to support change management initiatives (Mabkhot, 2007). And researchers have found three skills necessary to manage change; communication, collaboration and commitment (ccl, 2018).

In modern organizations, transformational, behavioral, situational, strategic, and shared leaderships are widely adopted by leaders to cope with the changing business environment. Situational leadership proposes four leadership styles to influence followers; delegating, participating, selling and telling. Sasan pointed out that participating style is one of the most favorable leadership style as it gives social support and recognition. These leaders allow their subordinates to work independent of the leader's direction (Zarghooni, 2008). Wasim and Imran stated that effective leaders promote change by its vision and strategy. Further described that the strategic leaders are well capable of predicting changes in advance while ensuring that employees are committed and working environment is highly suitable to cope with the change (Wasim Abbas, 2010). It is important to communicate and clarify the vision with a consistent and clear message. Then only employees would have a clear picture about the change. Therefore the communication method must be chosen considering the preferences of employees (Deshler, 2016). Strategic leaders can gain employee commitment and engagement

by creating the sense of urgency. It is only possible if employees are informed about the change initiatives and factors behind the change (Pratap, 2018). The core objective of strategic leadership is to ensure system integrity and accurate work while maintaining active and dynamic balance of the organizational requirements. It seeks to create and interactive environment that enables organizations to reach the desired status (Mollazadeh, 2018)

Situational leadership refers to the context where the leader decides the appropriate form of leadership to be used in each organizational situation and context. Hansma argues when making changes middle managers have to play a key leading role in change management because they closely work with the workforce therefore they know what is needed, how employees can be motivated. And top management has to make sure whether right messages have been shared (Hansma, 2008). Shared leadership satisfies three criteria; "First, team members must understand that constructive lateral influence is a standing performance expectation. Second, members must accept responsibility for providing and responding appropriately to constructive leadership from their peers. Third, the team members must develop skills as effective leaders and followers (Adreas, 2009). Elisabeth states that leadership is more effective if the leadership is distributed and all members are allowed to influence the direction. Shared leadership has been explained by Holmberg as; the shared leadership occurs when there are two persons sharing responsibilities, working tasks and power of the same position (Adreas, 2009). In this sense, participative and strategic leadership styles for the management as a whole and the situational leadership style | shared leadership for the middle management, supervisors and other employees can be considered as the most appropriate leadership styles for AI Babtain LeBlanc as the company has to manage its existing workforce by delegating authorities and responsibilities.

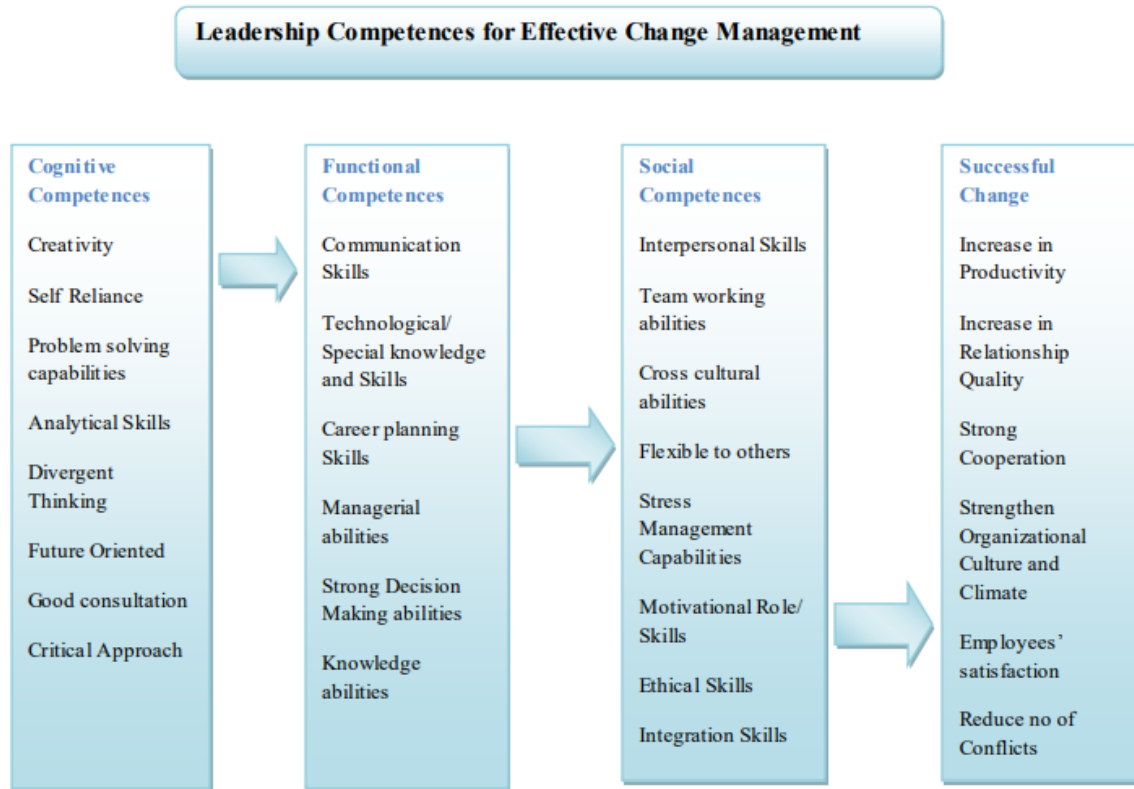Figure 25 shows effective leadership competencies for change management

**Leadership Competences for Effective Change Management**

| Cognitive Competences | Functional Competences | Social Competences | Successful Change |
|---|---|---|---|
| Creativity | Communication Skills | Interpersonal Skills | Increase in Productivity |
| Self Reliance | Technological/ Special knowledge and Skills | Team working abilities | Increase in Relationship Quality |
| Problem solving capabilities | Career planning Skills | Cross cultural abilities | Strong Cooperation |
| Analytical Skills | Managerial abilities | Flexible to others | Strengthen Organizational Culture and Climate |
| Divergent Thinking | Strong Decision Making abilities | Stress Management Capabilities | Employees' satisfaction |
| Future Oriented | Knowledge abilities | Motivational Role/ Skills | Reduce no of Conflicts |
| Good consultation | | Ethical Skills | |
| Critical Approach | | Integration Skills | |

Figure 21: Leadership competencies for effective change management (source: (Wasim Abbas, 2010))

## 5. RECOMMENDATIONS AND CONCLUSION

In conclusion, ABLEM's HR strategy has been able to drive the business strategy in line with the goals and objectives of the company. As the regional head, I would recommend Current Human Resources can be managed to thrive at the new branch in Dubai if the workforce is managed effectively assigning well-defined duties and responsibilities. Adopting a flexible leadership style, inspiring the shared leadership in the business setting; the management can bring out the best level of employee performance to stick the change because the company's financial performance is driven by employee performance. If all employees are consistently informed of necessary information throughout the change process regardless of the position, they can get a clear view of the change and what would bring back to them. Thus, their contribution to achieving goals and objectives can be guaranteed. Leadership competencies,

communication, and commitment provide a strong base for successful implementation of the change.

By identifying the risks and sources of resistance to change in advance, the company can effectively mitigate the detrimental effect on business performance. However, the contingency plan plays a critical role. As described earlier; the ADKAR model has been identified as the best model to manage resistance to change and Kotter's 8 step model also could be recognized as the most appropriate method to implement and sustain the change for a long time. More importantly, the company must focus on training and development strategies and compensation strategies to retain employees, enabling the company to sustain the change. The company should continuously assess the progress of change and take prompt actions when needed to streamline the process. It is recommended to hold meetings for each month to ensure that everything is going well in the new branch. In addition, as a regional head, I would like to propose following recommendations to meet the business objectives through effective and strategic HRM and business strategies;

- ☞ Ensuring that the company has an effective contingency plan is in place

- ☞ Establishing and maintaining a good management-employee relationship

- ☞ Creating a positive perception of the change

- ☞ Focusing on employee job satisfaction – make sure that all employees are satisfied and business environment supports the change

- ☞ Ensuring the transparency of change management process – progress of the change must be communicated

- ☞ Focusing on legal compliance in all activities

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