

Strategic Human Resource Management (SHRM)

Strategic Human Resource Management Assignment

Scenario

Based in central London the European Club was founded in 1900. The club is a non-profit making charity whose good works for the last 100+ years include offering scholarships for gifted children from poorer countries the opportunities to study in the UK. The Charity is governed by a Board of Trustees who also forms part of the Board of Directors. The CEO sits on the Board of Directors whilst the General Manager and Club Secretary report into the CEO. The vision and mission statement is represented as "High quality hospitality at affordable prices." A statement of values has been an agenda item for almost a year but has not been auctioned.

Revenue for the charity is derived from the operation of the central London clubhouse (situated in a fashionable street in Mayfair London W1) containing a very 'old fashioned' and largely unused waiter service cocktail bar, The Fox and Hound and 50 seat restaurant, The Dining Rooms, 4 function rooms (no in-built meeting room equipment) and a number of bedrooms (50) which it lets to club members for a highly subsidised amount of just £75 per night. Many of these rooms have not been refurbished in quite a while.

The building itself has a certain faded grandeur but is in need of some much needed planned and reactive renovation and maintenance to furniture, fixtures and fittings. Some of the systems in the Club, including reservations and front office, are still on Excel spread sheet functions. A manual process is used for creating reservations for the bedrooms, restaurant and bar and function rooms.

There is however an online payment system used but there are three separate systems, one for each department. Wi-Fi is available throughout the Club.

Many of the staff have been there for many years and the way things operate have not changed much for a long time. Whilst familiar and comfortable with the current ways of doing things, the staff often moans about the amount of time it takes and the inefficiency of the systems in place. There is a much defined hierarchy and staffing structure in the departments. The organisational chart below details the restaurant, bar and event management departments.

Staff is not encouraged to make decisions without reference to the head of department nor are they encouraged to put forward new ideas for enhancing or improving practice. Any changes to practice are often from the top down and staff opinions are rarely sought.

Morale, as measured by a small yearly staff survey, appears low, and many of the younger staff leaves after just a couple of months citing lack of opportunities and poor training as a cause. The survey also shows that staff are not happy with their manager and feel that they do not get praised or rewarded when they do a good job.

The previous CEO had been with the charity for some 30 years and very much left the management of the club to the General Manager, who also retires later this year. The new CEO of the charity believes that there is a lot more that might be achieved, and good works

undertaken, if the operation itself makes more money to invest into the charitable works, and she firmly believes that the organisation is underperforming and is inefficient.

Membership of the club has been falling steadily over the past five years and now stands some 50% of its original membership. A recent member survey shows significant complaints about the conditions of the facilities, especially the restaurant and bar which the members use to entertain as well as the drop-in customer service as well as the general lack of organisation.

The CEO has approached you and wants to employ your HR consultancy services to address the strategic HR issues around a modernisation plan for the restaurant and bar facilities of the club. The modernisation and renovation programme will include the following:

1. The refurbishment of The Fox and Hound Bar, the Dining Room and the function rooms
2. Training and development of all staff on the new processes connected to the Bar, Dining room and function rooms.

The refurbishment has been given to an architectural firm that will employ its contactors and manage all the building work. They have promised to work to the project deadlines. Naturally this will mean the members of the club paying more for the services; however, this will bring the charges in line with similar institutions and facilities. The CEO's biggest concern is how to undertake this project with the minimum of disruption to both members and staff. It is not an option to shut the club down completely during the project. Business as usual, as much as possible, must be maintained.

Task 1 of 3 – Presentation

Scenario:

The CEO has asked you to prepare a 15-minute PowerPoint presentation for the Board of Directors "selling" your consultancy services. You still need to pitch for the contract since the two other board members will be involved in the decision.

Instruction:

Prepare a presentation in which you should:

1. Explain and analyse the relationship of people with the organization.
2. Explain what is the psychological contract and why is it important to the HR strategy of the club
3. Explain how to integrate the psychological contract of the employees with Club HR objectives.
4. Explain the soft and hard HRM perspectives and how they can fit to the framework of the club HR environment.

The Board is likely to ask questions - so be ready to answer any questions that may arise.

Submission:

- 1x PowerPoint Presentation Slides(1000 words equivalent or around slides)

Referencing:

A comprehensive Harvard style reference list must be included at the end of the work that represents the in-text citations used in reference to the published work. (both in-text citations and Reference list is required)

Task 2 of 3 – Detailed Outlining Essay

Scenario:

You have been successful in securing the contract, and you have a lot to do. The management wants to create robust HR environment where the employee are motivated, heard and feel comfortable so that they can give their maximum output. Write an outline of step you will propose in recruitment and selection and employee development.

Instruction:

You therefore need to prepare:

1. A detailed outline of five stages of recruitment, customised for the current scenario of the club and a discussion on different selection techniques while proposing a best-fit technique for the club.

Delivery and submission:

- 1x Detailed Outline in essay format (circa 1000 words)

Referencing:

A comprehensive Harvard style reference list must be included at the end of the work that represents the in-text citations used in reference to the published work. (both in-text citations and Reference list is required)

Task 3 of 3 – Report

Instructions:

Having done all of the preliminary work for the Club, you should now write a report in which you should:

1. Examine different perspectives on learning and explain how people learn under the patronage of different school of thoughts.
2. Critically examine different methods of organizational performance and appraisal and specifically apply the model of 360 degree appraisal to the HR activities of the club.
3. Critically review different theories of motivation and based on those, design a reward system for the motivation of club employees that should include provisions for the performance related pay (PRP) system.
4. Explore different employee voice management approaches and suggest a strategy elaborating how the club can solicit its employee voice for constructive participation.
5. Explain what could be the possible reasons for employee stress in the scenario of the club and suggest methods to address the issue of stress management.
6. Explain the sensitive role of ethics and CSR in managing diverse workplace and relate it to the need for effective team building for organizational performance.

Delivery and submission:

- 1x Report (circa 2000 words)

Referencing:

A comprehensive Harvard style reference list must be included at the end of the work that represents the in-text citations used in reference to the published work. (both in-text citations and Reference list is required)

Evidence to be submitted:

- PowerPoint Presentation (1000 words equivalent or around slides)
- Detailed Outline Essay – 1000 words.
- Report – 2000 words