



LEVEL 7 ASSESSMENT SPECIFICATION

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                      |                                  |
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| Remarks                         | <p>* ONLY apply for those select using INTERVIEW</p> <ol style="list-style-type: none"><li>1. Students must complete and submit an Ethics Form (enclosed) before interview. Please observe the above-mentioned due date.</li><li>2. Ethics Form submission to Lottiefung@hkma.org.hk</li></ol>                                                                                                                                                                                                                                                         |                                                      |                                  |
| Submission method:              | <p>All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.)</p> <p><b>Late submission of the assessment will result in a late penalty mark.</b> Penalties for late submission: Up to one-week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.</p> |                                                      |                                  |
| Academic honesty / referencing: | <p>Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.</p>                                                                                                                                                                                                                                 |                                                      |                                  |

## Summary

This report will take BBPOS Company Limited and Ingenico Company Limited as examples to discuss the key challenging HRM issues. Both companies are POS (point of sale) machines developer and manufacturer, who have their own R&D team and have customers all over the world.

In terms of HRM (human resources management), both companies have their own strategy which fit their business characteristics and fit their business objectives. There are areas they are doing well in head office or regional offices. There are also areas they could have further review and improvement.

The report will introduce the background of both companies, analyse their current key challenges in terms of recruitment, training and development. What the consequences of the challenges brought to the business. The last section of the report will raise the recommendations and solutions against the challenges to help the company solving the issues.

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# **1 Company Introduction**

BBPOS Company Limited was established in 2008 in Hong Kong. The company is recognized as an innovator, manufacturer, and worldwide distributor of end-to-end mobile POS solutions for retail, hospitality, delivery, transportation and government clients. The company has over 300 employees mainly in Hong Kong and China R&D centre, as well as sales representative globally. Its manufacturing was on OEM (Original Equipment Manufacturer) mode which the factory mainly located in China, Thailand and Malaysia (BBPOS, 2021).

Ingenico Company Limited was founded in 1984 in France. The company provides offers beyond payment terminals, across the value chain, for card present and card non-present transactions. They have unrivalled geographical coverage, with a comprehensive global network of financial institutions and payment methods. They have more than 7500 employees all over the world with head quarter in France. Ingenico has single OEM Jabil produce products for them in multiple factories located in Russia, Vietnam etc (Ingenico, 2021).

Both BBPOS and Ingenico provides POS (point of sale) machines as well as software and related service. Both companies have their own R&D team for hardware and software.

## **2 HRM issues analysis**

This chapter will demonstrate more detail analysis of both companies current HRM structure and characteristics. It will describe the challenges and problems, and who are the stakeholders impacted. It will also include a comparison of the two companies of the similarity and differences.

### **2.1 Overview of HR Setting Globally**

Below Figure 1.1 shows BBPOS has a customer base over 50+ countries. However, the company only has offices in Hong Kong and mainland China. Their staff overseas were mainly work from home as sales representatives. The Hong Kong team are mainly R&D as well as other head office functions, i.e., finance, operation, marketing etc. The China team located in Fuzhou are mainly R&D team.



Figure 1.1 BBPOS Customer Base

Source: BBPOS, 2021

Below figure 1.2 shows that Ingenico has their offices worldwide. Looking at Aisa Pacific countries, they have offices in 11 countries. In China specific, they have 3 offices located in Beijing, Fuzhou and Shanghai. This study will explore some of the HRM issues in their head office and Fuzhou branch.

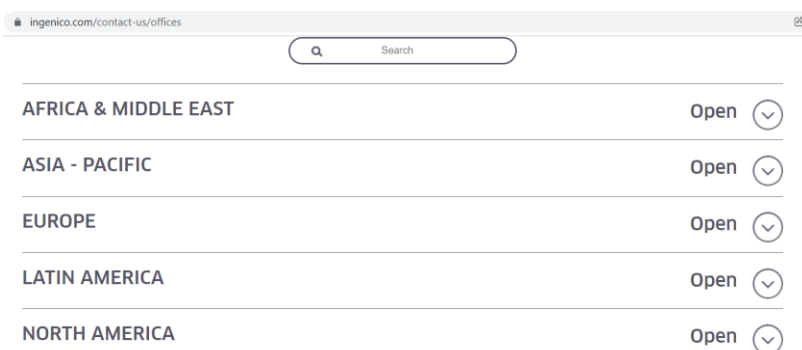


Figure 1.2 Ingenico Office Worldwide

Source: Ingenico, 2021

## 2.2 Challenges on Staff Recruitment

BBPOS was set up in Hong Kong in 2008 and Ingenico was established in France in 1980. There are 20 years gap in between which makes Ingenico have more comprehensive setting for HR. For any business to start up or expand, recruitment plan is critical. It includes multiple elements for the HR department and management to consider, including resources forecast planning, recruitment process execution, challenges and solutions, succession plan etc (Crumpton, 2015). For BBPOS, the company chose to have their overseas business support team located in Hong Kong or China, which is a challenge to local customers' service. Before the recruitment interview process, the company as a recruiter need to think about purpose of

recruitment, roles and responsibilities of the job vacancies, which the full process will be identifying the hiring needs, designing job descriptions and locations, sourcing candidates (Lauby, 2018). The factors to consider in recruitment includes many aspects: education and credentials, working experience, specific skills set etc (Catano, Hackett and Wiesner, 2019). The advantage for BBPOS to recruit the business support team in Hong Kong or China is to better communication with factory and engineers locally. However, the disadvantage of doing this will be lack of communication and support to customers, potential risks of delaying support, which brings negative impact for future business with customers.

BBPOS does not have the recruitment information via their home page, which could be some areas to improve. They rely mostly on the other channels of recruitment such as JobsDB, LinkedIn or recruitment partners. Below Figure 2.1 shows a JobDB recruitment advertisement of BBPOS. It presents very details information of recruitment which includes company introduction, job responsibilities, requirements, benefits etc. These help the applicants to understand how match they are against the vacancy and how attractive is the hiring company and the position. It is not difficult for BBPOS to publish the same information on their home page.

**Apply Now** [View in new tab](#) [Close](#)

**Job Responsibility:**

- Manage a team of quality system engineers and document control officers
- Maintain and develop internal quality management system in compliance with ISO9001 standard and handle third party certification audits
- Conduct internal audits and supplier system audits to identify non-conformity and area for improvement, as well as drive for appropriate corrective/preventive actions
- Develop, manage and implement the document control system and electronic change control system to ensure all project and engineering related documents are traceable and accurate
- Work with internal & external parties to meet system compliance requirements and provide the accurate suggestions to partners
- Ensure document control processes and department procedures must follow company's policies and procedures
- Receives, classifies, files, audits, tracks and maintains centralized documents according to established procedures.
- Lead the review of company processes, and drive for continuous update and improvement of operating procedures.
- Handle ad-hoc assignments as required

**Requirements:**

- Degree holder in quality, IT/IS, engineering or related disciplines
- 10 years' working experience in quality management system implementation or maintenance, document control management or administration
- Direct experience in using ARENA system is highly preferred
- Knowledge of MS Office (Word, Excel and Powerpoint) and other manufacturing systems
- Strong analytical skills and communication skills is preferred

Figure 2.1 BBPOS Recruitment Advertisement

Source: Ingenico JobDB, 2021

For BBPOS China, the recruitment is not via major online platform, i.e., 51job.com. As they don't have a home page for China, they are not able to post the recruitment advertisement on the home page. The challenge for BBPOS China is to fully utilize multi-channel to publish their vacancies and attract talents.

On the other hand, Ingenico has larger manpower base compare with BBPOS. They have multiple regional offices all over the world. On their homepage, anyone who is interested in their vacancies can search online. Below Figure 2.2 shows one of their job vacancies in Mexico office. It includes details of company introduction, job description/mission, key responsibilities, core competencies, functional competencies, language and education qualification required. The information from below hiring advertisement includes very useful and helpful information to the potential candidates and helps the company to attract talents (Wimmers, 2009). However, there were no information about benefits and compensation or career path, which makes the advertisement less attractive to the candidates. From a potential applicant point of view, besides to understand the company and if themselves matches the requirements and competence of the vacancy, they will consider the role's compensation and benefits, future developments etc. These are the factors that trigger them to apply for the position.

## HR& Facilities Country Manager

**Date:** Nov 19, 2021

**Company:** ingenico group

**Location:** Mexico, MX, 11560

### HR& Facilities Country Manager, Permanent, Mexico (MX)

#### About Worldline

Worldline [Euronext: WLN] is the European leader in the payments and transactional services industry and #4 player worldwide. With its global reach and its commitment to innovation, Worldline is the technology partner of choice for merchants, banks and third-party acquirers as well as public transport operators, government agencies and industrial companies in all sectors. Powered by over 20,000 employees in more than 50 countries, Worldline provides its clients with sustainable, trusted and secure solutions across the payment value chain, fostering their business growth wherever they are. Services offered by Worldline in the areas of Merchant Services; Terminals, Services & Solutions; Financial Services and Mobility & e-Transactional Services include domestic and cross-border commercial acquiring, both in-store and online, highly-secure payment transaction processing, a broad portfolio of payment terminals as well as e-ticketing and digital services in the industrial environment. In 2019 Worldline generated a proforma revenue of 5.3 billion euros. [worldline.com](https://www.worldline.com)

#### HR Business Partner Mexico

##### JOB PURPOSE/MISSION:

Provide local HR support to the employees in Mexico, as well as execute all health & safety legal requirements in all Mexico sites. Supervise and coordinate Facilities activities across the country. Support Mexico management team in deploying all Ingenico's People processes in all of the organizations present in Mexico.

##### Key Responsibilities:

- Responsible for various human resource activities in partnership with HR CoE: recruitment and selection, labor relations, training and development, compensation and benefits, payroll.

## Figure 2.2 Ingenico Job Vacancy

Source: Ingenico, 2021

However, not every regional office of Ingenico has impeccable recruiting process. Below Figure 2.3 shows the company's Fuzhou branch has many job vacancies online of an Android Software Engineer. The job

duty is simply one sentence of “main responsibility is to develop POS products framework and software according to customer requirements”. In contrast, the requirements of the vacancy are quite detailed to four points. There is a salary range for the vacancy without any benefits mentioned. The same format of job vacancies was presented online. Job and role analysis is the second stage in recruitment and selection, and it is pivotal in identifying the tasks that new recruits are expected to undertake. Companies with relatively buoyant product markets and high level of turnover rate, might not be necessary to re-analyse the jobs every time when there is a vacancy. However, it is useful to examine if the existing job descriptions, competency levels fit for the future needs (Marchington et al. 2002). For the case of Ingenico Fujian below to hire an Android Software Engineer, it should have more details job descriptions provided to potential candidates to specify the responsibilities and expectations of the role. With more information provided, it will help the candidate to well match their competence, skills against the vacancy. From the compensation point of view, the company only provide the reference salary range. Compensation and benefits are an important aspect of HRM as it keeps the workers motivated. It includes monetary and non-monetary privileges (Cavaliero, 2019). The recruitment advertisement below did not disclose too much information of compensation of benefits which makes the advertisements less attractive to potential candidates. There are many opening positions for the company at one time, which could lead to negative impression to the potential candidates thinking the high turnover rate of the company or the department. In this situation, some companies would add the explanations of “in order to match the developing business, we are expanding current team”, or to mention if the position is a new position or existing position to mitigate the negative feeling from the potential candidates.

• Android系统开发工程师（厦门）（未申请）

招聘类别： 社会招聘
工作性质： 全职
薪资范围： 10001-15000
招聘人数： 若干

发布时间： 2021-01-08
截止时间：

工作地点： 福建省-厦门市

工作职责：

主要负责公司pos产品Framework开发，即根据客户需求进行软件开发。

任职资格：

任职要求：

- 1、本科以上学历，计算机、软件工程相关专业；
- 2、3年以上Android 开发经验，深刻理解面向对象设计和开发思想，具有良好的编程风格和习惯；
- 3、熟悉Android系统体系结构、framework、底层库，以及UI设计；
- 4、良好的客户沟通能力和项目协调能力。

工作地点： 厦门市软件园二期望海路15号

Figure 2.3 Ingenico China Fuzhou Office Recruitment Site – Android Software Engineer

Source: Ingenico Fuzhou, 2021

## 2.3 Challenges on Training and Development

Training and development programs help employees learn and acquire new skills, as well as gain the professional knowledge required to progress their careers. With the development of the career, it brings benefits to the employee with more opportunities internally and possibly the chance of promotion, which also brings benefits to the business (Lussier and Hendon, 2019). There are many challenges of training and developments: lack of management buy-in; lack of participant engagement; training doesn't transfer; lack of time; trainer's skills are inadequate; inadequate resources, poor communication; lack of a needs assessment; process that serves as barriers; lack of employee buy-in for training etc (Biech, 2018). Once the trainings are conducted well to the employees, the company should be careful about what the company can provide for the employees' development. That will make the training return to the business. Otherwise, it has a high risk of manpower or talent loss after people are well trained without the business can provide opportunity to develop within the business. In this case, the candidates will look for external opportunities. The company should think about ways to prevent talents loss (Hong and Milgram, 2008).

Looking at BBPOS, training and development is the area that the company did not input too much resource which caused talent turnover and caused impact to the business. One of the examples of consequences is that the company did not have correct and continuous marketing talent to maintain their homepage. It causes a gap of the company's performance since 2016, which brings negative brand image. Below Figure 2.4 shows the milestones of the company which help the customers and other people who are interested in BBPOS to understand who BBPOS is and what they have done. The homepage shows the milestones from 2008 all the way to 2016. However, there were no further updates since 2016 as lack of talent or resource in marketing. By search BBPOS in the common used internet search engine, i.e., google, there were very less newsletter or advertisement or product catalogue pop-up. Again, this is because lack of marketing talents, which has negative impact to the business. The company used to have marketing talents to help promo the company and brand image, due to multiple reasons, one of them is lack of career development, it leads to talent loss of the company.

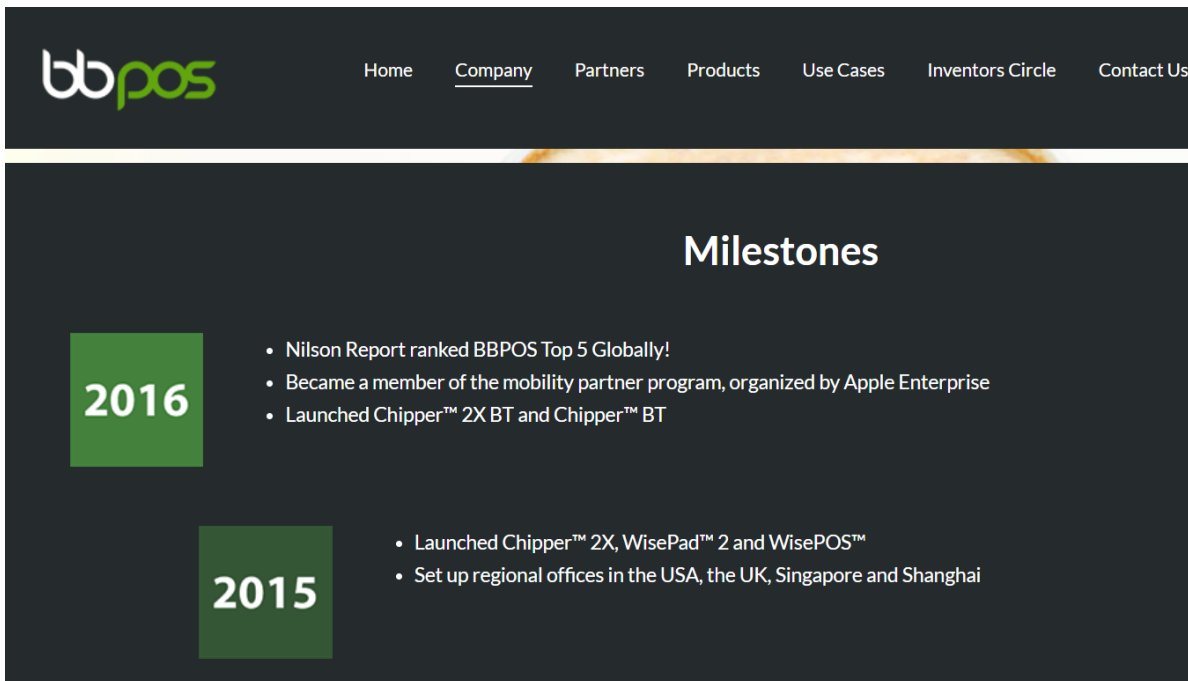


Figure 2.4 BBPOS Milestones Introduction

Source: BBPOS, 2021

On the other hand, looking at Ingenico, when visiting their homepage, there were a button of “employee stories” beneath “careers”. In the employee stories link, there are multiple real stories of the Ingenico staff to present their own story of working, learning, growing in Ingenico. The employees are from different regions, roles, backgrounds or gender. These stories tell the story of learning and development that Ingenico has done, they learned and grew with the company. This gives positive information internally and externally. It also helps to define the company value as well as setting up the brand image (Lok, 2020). If the company could apply the same “story sharing” of career development in regional office, it will help to promote the brand image and company value as well as helping attract more suitable talents to join their regional offices.

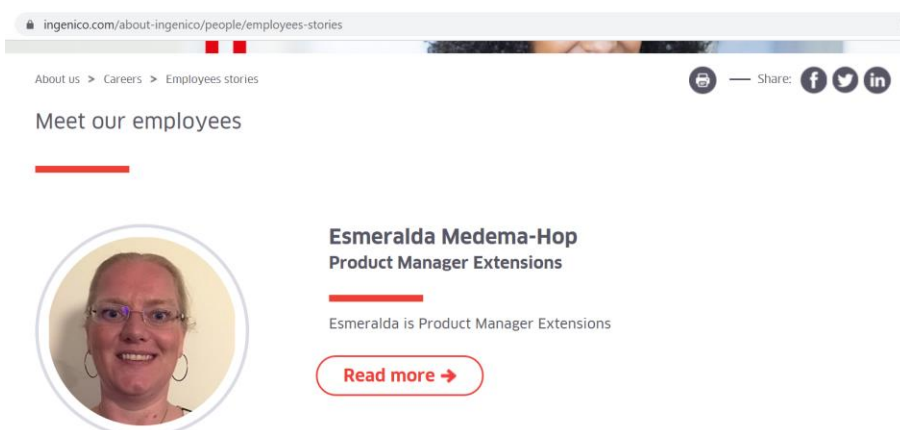


Figure 2.5 Ingenico Employee Development Stories

Source, Ingenico, 2021

### 3 Recommendations and Solutions

Based on the analysis in previous section, there are areas that both companies did well in terms of recruitment, training and development. BBPOS presents very details information in Hong Kong's recruitment platform, Ingenico did the same on their home page hiring advertisements. However, both companies' regional offices process could be reviewed for improvements. There are challenges for both companies regarding recruitment, training and development. For BBPOS company: the key challenges are:

- (1) Setting up the of resources does not match the business requirement or benefit to the company future development. One of the examples are: Is that appropriate to set up all overseas supporting resource in Hong Kong instead of overseas countries?
- (2) BBPOS did not present updated and enough recruitment information on their homepage. For head office, there is no information of vacancies. But the company posted the job vacancies online with detail information about the vacancy. Not presenting on BBPOS homepage makes the company loss the chances of hiring suitable candidate to join the company. For China R&D center, there is no homepage, the job vacancies were not found in major online recruitment platform which makes the company loss the opportunities to attract R&D talents.
- (3) BBPOS did not identify the areas of staff training to minimize the negative impact to the business. One of the examples are marketing area of the company. Without career development, the company completely loss the marketing resources since 2016, which brings negative impact to the brand image or product exposure, it will cause potential loss of business.

The key challenges for Ingenico are:

- (1) Are their regional offices recruitment process all aligned with head quarter and if adequate information is presented online? One of the examples are their recruitment advertisements in China did not cover enough basic information to potential applicants.
- (2) Moreover, in the hiring advertisements online from head quarter, the company did not show enough benefits information to attract potential applicants.

For above challenges, these are the recommendations to both companies. For BBPOs company, they should:

- (1) To review the current head quarter supporting function team roles responsibilities and verify if current setting fit or serve the business purposes. Make sure the organization charts, existing job descriptions, previous job analysis information an other resources are reviewed are very critical for the business to have future HR planning and related actions (Nel and Werner, 2014).
- (2) To identify which are the areas that need to newly create or re-locate. For example, it could be marketing resources they need to address, move the customer service or technical support team from Hong Kong to overseas offices like US or South America.

- (3) Once above 2 points are done. The company should start the recruitment process from multi-channels including their own homepage, local recruitment platform or recruitment agencies. There are many different channels that both companies can look at to improve the chance of hiring suitable employees (Trevor and Cable, 2014).
- (4) The above recruitment advertisements should include company details, job descriptions, requirements to the candidates and benefit and compensation overview so that to attract talents.
- (5) Apart from the recruitment process, the company should review current training and development program. They should do the benchmark in the market to understand what competitors do and also listen to their internal staff voices of what they want (Saks and Haccoun, 2019).
- (6) The company could also include internal referral or expatriation options if there is any re-locate options. The company should evaluate the cost to the company as well as the benefit of doing so. It will help the employee to develop themselves further (Mcnulty and Brewster, 2019).

For Ingenico company, they should:

- (1) Head office HR department to set up standard recruitment process, as well as review differences within regional offices based on different local regulations, culture etc.
- (2) Review how to attract talents in recruitment process. To promote benefits and compensation could be one of the actions. To promote training and development will be alternatives.
- (3) Sharing the career development stories of staff brings positive information to recruitment of talents. This can be duplicated to regional offices as well.

In conclusion, both companies should have an implementation plan in terms of above recommendations, considering both companies have multiple offices in the world, it adds challenges to human resources management. They are process which should be standardize as well as variances in different locations. To review, evaluate, confirm and implement will be the stages for both companies.

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