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MODULE TITLE: BMSW5102

ASSIGNMENT TITLE: DEVELOPING RELATIONSHIP AND
WORKPLACE ACHIEVEMENT

LECTURER: DR ZE ZOOK

Choose any specific case study (either a project with your current employers or if not currently working any project of your choice) and:

1. Provide a critical assessment of the potential benefits to your organisation and the individual of personally developing individuals in the workplace.
2. Critically evaluate development vehicles available to your organisation and explain the extent to which you think they are appropriate in meeting the development needs of the individual.
3. Develop a plan to meet the identified development needs and expectations of an individual.

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INTRODUCTION

This is a dialogue between Mandy and Jennifer which summarises the aims and objectives of this report. Jennifer is an employee while Mandy is her supervisor. Jennifer had always worked hard and is regarded as a valuable employee; however Mandy has noticed that lately, Jennifer's performance and productivity had been declining so was invited for a one-to-one meeting.

"What is going on with you?" Mandy asked Jennifer and after a brief hesitation, Jennifer said, "To tell the truth, I have felt like I am in a rut. I just don't get the same satisfaction from doing my job that I used to get."

Mandy then replied, "I wish we'd had this talk sooner, and now that I know how you feel, there is something we can do. We will take a look at some of the training opportunities coming up this quarter. Tell me what training classes you might be interested in taking" (Maund 2018).

The moral of this short story is evident in the sense that a valued employee was retained because her manager was able to recognise some warning signs from low performance and productivity; and set up a training programme for her development and also sets the basis for retaining talent in an organisation.

The aim of this report therefore, is to show evidence of development of strategies for performance management and the personal career development of employees in the chosen organisation. This report will be looking at 'Harrods' as the case study. The objectives on the other hand will critically assess the potential benefits of Harrods and how as an organisation, they develop their employees. There will be evidence of some relevant management theories to support how Harrods Human Resources Department applies these theories in order to successfully train and develop their employees.

Similarly, there will also be a critical evaluation of the development vehicles utilised by Harrods to meet the development needs of their employees, showing the training programmes available within the culture of the organisation.

Finally, this report would seek to develop a 'Personal Development Plan' as a way of determining the progress, satisfaction and success of an employee in Harrods.

ABOUT HARRODS

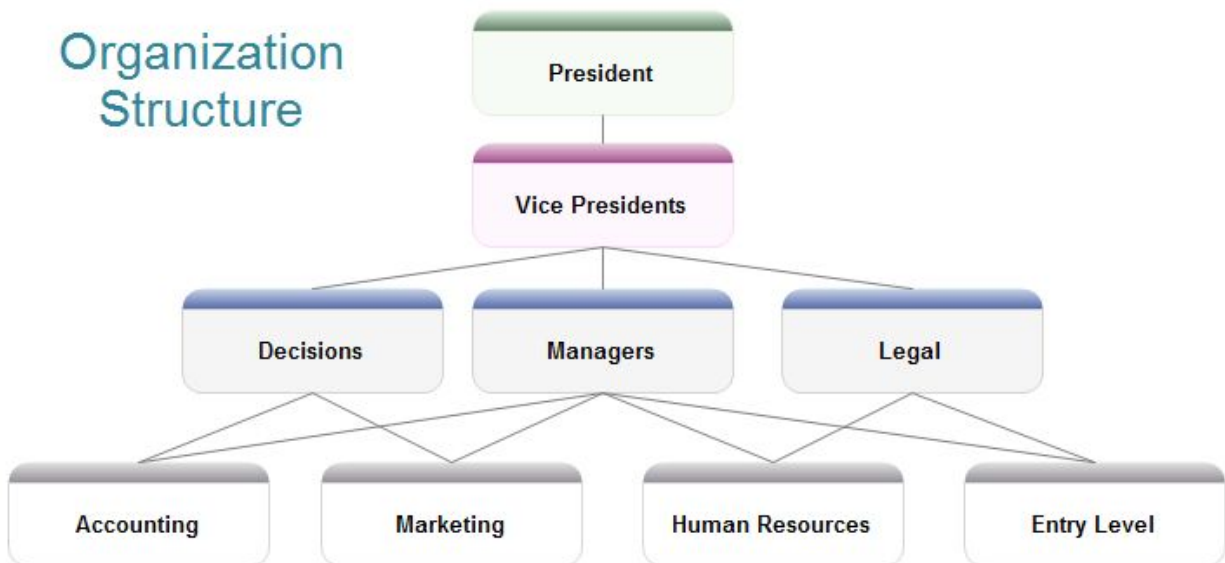
Harrods was founded by Charles Henry Harrods, a tea trader who moved his business from East London to Knightsbridge in 1847 where they are still currently located as the flagship store; occupying a prime 5 acre-site and known as one of the world's single-site department stores (harrods career, 2017). Harrods operate through four other locations in London and these are; the H-cafe in Hendon which is the lifestyle destination for their customers, Harrods studio where creativity in the form of styling, photography and online production happens, Thatcham being the state-of-the-art distribution centre and Hammersmith which houses the headquarters with HR (Human relations), Marketing, E-commerce and corporate department operates (harrods career, 2017). Harrods takes pride in their motto which is 'Omnia Omnibus Ubique—All Things for All People, Everywhere'. People from all over the world visiting London make it part of their agenda to visit the shop, whether sight seeing or to shop their luxury items.

Mohamed Al Fayed took over Harrods in 1985 as part of a successful bid of £615m for house of Fraser, being part of the privately owned Al Fayed Investment (Gibbs, 2015). The business has since been sold to Qatar Holding in 2010 for about £1.5bn. It is worthy of note that the Harrods group also comprises Harrods Bank, Harrods Estates, Harrods Aviation and Air Harrods (Engage for success, 2012). One can argue that amidst all the grandeur of Harrods, they have experienced some knockbacks over the years from when fire tore down the building to bitter feuds between the owner and the former owner (BBC News, 2010). However, Harrods still stands today as a store to reckon with from their yearly turnover of profits to quality customer service and to staff development and retainership.

ORGANISATIONAL STRUCTURE IN HARRODS

There has to be an understanding of organisational structure, for a better understanding of the structure in Harrods. Kenton, (2020) defines organisational structure as a system that defines how activities like rules, roles and responsibilities are managed in order to achieve organisational goals; enabling a good flow of information within departments or sections, thereby facilitating efficiency in the organisation. Certain organisations do well without a formal structure but one can argue that most organisations perform better, with employees knowing who is responsible for what, to help with efficiency. Different experts and scholars have their ideas of the types of organisational structure and the common types are; Hierarchical (vertical), Flat (horizontal) and Matrix structure. Below is a sample illustration of a Hierarchical organisational structure.

(Fig 1.1 by Edraw)



In the illustration above, the President occupies the top role where communication flows from top to bottom. This type of structure is common in big organisations in the public and private sectors (Bassort, 2017). In all,

implementing the right organisational structure leads to high performance, avoiding conflicts and problems.

There are about 5000 people from different nationalities employed by Harrods and these staff serve almost 100,000 customers daily, especially on very busy days. This is why training and developing their staff is key to Harrods. Harrods set a very high service quality which customers expect daily. Harrods organisational structure can be likened to the hierarchical style where at the top is the Managing director, followed by all the departmental directors, followed by the managers and then the rest of the staff answering to their line manager. It must be noted here that this style where each directorate had their own HR team 'decentralised structure' until 2010 when the structure was changed because there were administrative problems and staff worked in silos (Sengupta, 2015). There were pros and cons to this structure as it could also be argued that though each director is accountable to the top managing director, the departmental directors were hired to use their own initiatives to drive in sales. For example, the head of ecommerce at Harrods succeeded in changing things for the better digitally by influencing Harrods to invest £200m into its in-store digital offerings; for the specific goal of matching the exclusive quality of service that customers experience in the store, is also available online (Ward, 2018). In the current situation of a health epidemic (COVID-19) which has resulted in an action of a lockdown for several weeks, most retail organisations losing out on profits are the ones not digitally enhanced.

The year 2011 saw the birth of a new organisational structure in Harrods with four essential sections which were:

1. Business-facing HR supports business managers by providing commercial HR support.
2. HR operations in charge of all line managers and the Employee relations team.
3. Centres of Excellence, providing recruitment and training and development.

4. Employer Brand project role in charge of communicating Harrods vision and strategy continually (Sengupta, 2015).

Apart from Harrods immense yearly profits which was approximately £513m in the 2018/19 financial year, their main goal is steeped in their key brand values. These values are British, Luxury, Innovation, Sensation and Service; and for these reasons, Harrods employees must be able to handle and overcome all challenges encountered in their job (Business case study, 2019).

(Fig 1.2 by Engage for success) Harrods brand values.



Harrods values are an integral path of their business as these sums up their organisational beliefs and culture. As a store whose brand is recognised all over the world, they were able to reach and retain this status working within their business goals and values as evident in the mission statement; “the number one department store in the world for luxury branded merchandise, maintaining an unprecedented level of retail standards, expertise and profitability..” (Sengupta, 2015). The culture in harrods is that of believing in the ‘Art of Possibilities’ believing that conventional views can be challenged and turned into an art by becoming

experts in quality service, mastering luxury and turning these into magic creators.

Harrods employees are expected to display their values in their behaviour towards their colleagues, customers and stakeholders. These values are evident in the following statements:

“We are human because we care about each other and our customers; we strive to exceed by going further and exceeding expectations; we build trust by showing confidence, initiative, good manners, discretion, and doing the right thing; we take pride in our trusted brand, heritage and store; and we are one because we value teamwork, celebrate diversity, and free to be ourselves (Harrods Careers, 2017).

RECRUITMENT POLICY

Organisations need to find the right people at the right time to occupy the right roles as this is vital to their current and future needs, hence good recruitment is very important for long-term success. In recruitment processes, the role has to be defined with job analysis, job speculation or description to fulfil the purpose of attracting the right people internally or externally (Green, 2017). The process of recruitment in different organisations differ, however the general consensus follows a general idea. In some cases, a vacancy might have been created due to an employee leaving or moving to another department, or a completely new role due to the organisation's growth. Therefore, a job analysis ensues, creating the job description, job specification where the skills, qualifications and experience are stated, then advertise the job.

The Human Resources department in Harrods handles recruitment for the organisation. The department sources, supports and develops people from a wide range of experiences, backgrounds and ethnicity. As formerly mentioned, the four HR directorate teams provide different supportive programmes, resources, courses and skills to their successful employee (Harrods Career, 2017). They have successfully been able to create an attractive section for job advertisement on their website which also

showcases a colourful picture of the head of department for the advertised roles and a short testimonial and job specification for the role. This method would make the jobs being advertised more attractive to the right people.

Furthermore, the right people would show that they are passionate, interested not only in the pay package but ready to give 100% dedication to the job. They should also demonstrate teamwork, collaboration, honesty and trustworthiness. On the other hand, all of these expectations might scare some candidates who could have become assets to the organisation through training and development.

Sustainability is also becoming a global issue and many organisations are being urged to actively take measures and think differently about sustainability. Looking especially at the HRM department in organisations, their recruitment requirement and job profiles, deployment of older employees, development of continuous education marketing and image analysis, incentives to encourage retention, exit interview and assessment of managers or superiors are all instruments in a sustainable HRM (Module content, 2020).

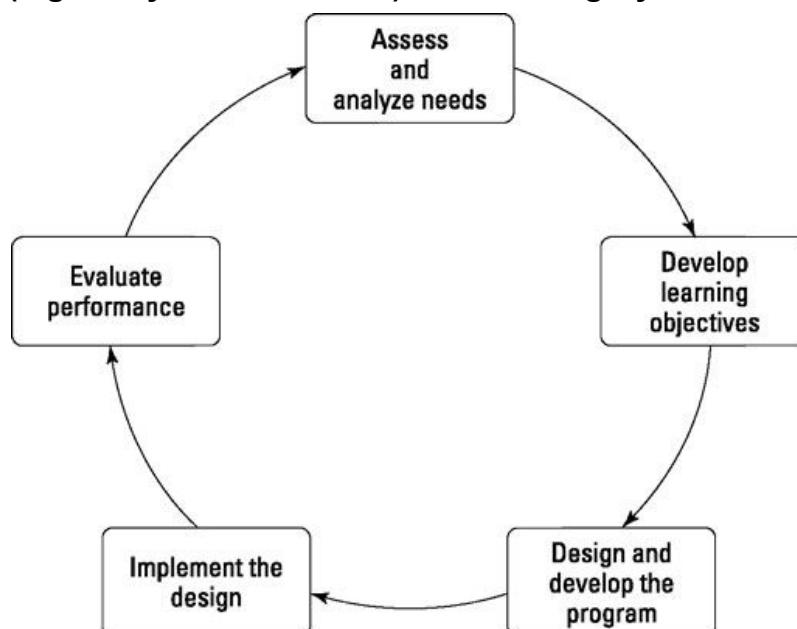
TRAINING AND DEVELOPMENT

In any organisation, training and development of their employees is essential as different skills needed for the job are developed in order to be used in the future as well. Training requires acquiring skills while development is about gaining broader skills useful in many situations. Maund, (2018) defines training as “The process of teaching employees the skills necessary to perform a job; providing them with KSAs they will need to succeed in their work for the organisation”. Business Case Studies, (2019) on the other hand explains that development of employees in an organisation focuses more on the individual by making that person more efficient at dealing with other responsibilities and challenges, and also broadening their creative thinking, decision making and managing people. Therefore, development continues the process where training stops.

Many opportunities are available to staff at Harrods and these come in form of the Sales Academy training and developing staff in sales skill as it leads to increase in sales and productivity; in addition to the expertise learnt and qualification gained increases motivation (Business Cases Study, 2019). It is evident that if an organisation invests knowledge and development in their staff, there is a high possibility of retention happening. One can also argue that the investment might not pay off from the organisation's perspective if after training and developing an individual, they decide to leave to take up another job elsewhere. The question is, is the investment worth taking? One would agree that it is. Harrods believes in diversity amongst their employees in terms of backgrounds and nationality which means there will be various measures of competency, experience and education. Therefore, harrods offers a different level of comprehensive learning and development to suit the different needs of their employers, ranging from warehouse operatives, to sales Associates and also to their senior managers (BCS, 2019).

Furthermore, Harrods development programme is associated with their Business Competencies namely; Working at Harrods, Your Impact on Others, Making Things Happen and Focusing on Improvements. These competencies are buttressed with workshops for skills improvement.

(Fig 2.1 by Dummies.com) The Training Cycle.



The figure above shows an example of a training cycle which most organisations engage in as steps for training their staff. The first major step is one of the most important because this is when the needs assessment is done. If this part is done incorrectly, it derails the whole process. As Mound (2018) stated; “A needs assessment is the process of analysing the difference between what is currently occurring within a job and what is required, either now or in the future, based on the organisation’s operations and strategic goals”. It is clear from this statement that needs assessment is the base for the other steps in the process to build on. The next step is where learning objectives are developed and employees behaviour is shaped based on learning theories like; Classical conditioning theory, Operant conditioning theory and Social Learning theory. Moving on to the next stage is ascertaining which training methods will be used to shape the staff’s behaviour. Then is the implementation stage where the delivery method is chosen. The last stage covers assessing the effectiveness of the training. If the result reveals that the behaviour change has not happened, it is back to the first stage.

Therefore, Harrods being able to identify major competencies enables the design of its recruitment and training process, showcasing its ‘theatre of retail’ expertise (BCS, 2019).

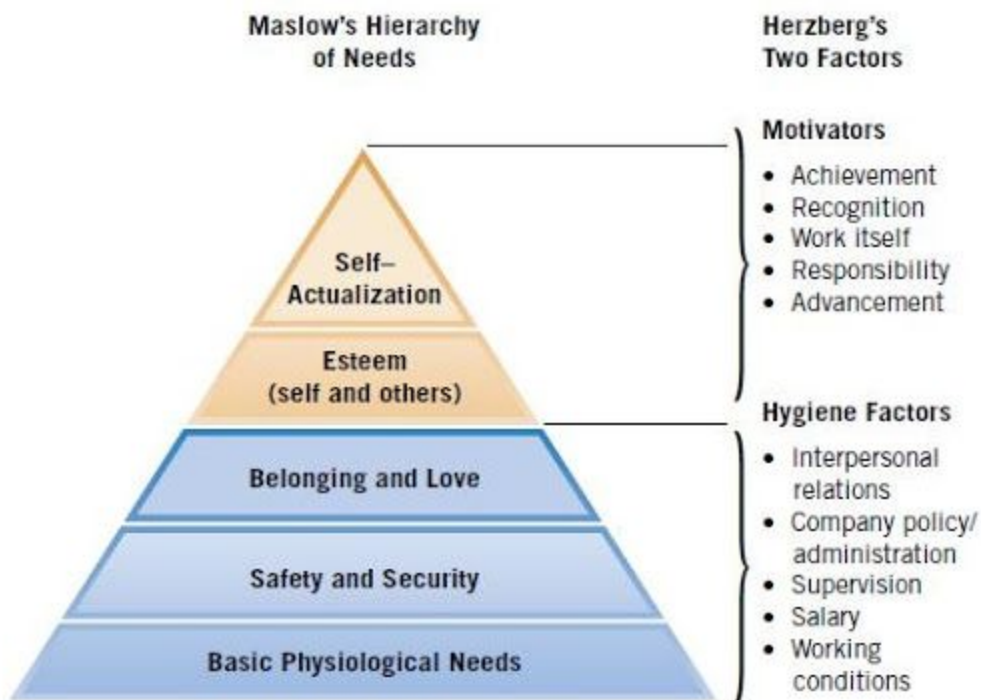
Competitively, Harrods prominently stands out from other retail organisations due to the development opportunities available for employees. Harrods provide avenues yearly where managers have a one-to-one appraisal meeting with staff to discuss progress and aspirations. The training and development programme available in the Harrods sales and service programme starts with the ‘Harrods Welcome’ which is an essential induction for new staff. Other training programmes are aptly named; ‘Your Theatre’ which is a two-day programme for improvement of sales skills where selling is perceived as a theatre production. There is also ‘The Harrods Fashion Programme’ in partnership with London College of fashion where Harrods sales associates are able to experience a product journey. Another development programme is known

as 'The school of communication' which is a workshop for voice, body language and presentation skills BCS, 2019).

Furthermore, Business Case Study, (2019) went further to pinpoint other training and development programmes. Harrods provides a two year 'Harrods Sales Degree' and it is pertinent to note that it is the first of its kind and recognised all over the world. Also, the 'Harrods Management Programme' allows career focused and ambitious staff to develop into a management position. The 'Business academy', 'Buying Academy' and 'The Oxford Summer School' are all part of Harrods training and developing strategies for retaining their employees.

HERZBERG'S MOTIVATION THEORY AND MASLOW'S NEEDS THEORY.

(Fig 2.2 by Human Resource Management)



As shown in the figure above, Maslow's hierarchy of needs in five segments which can be applied to employees in an organisation; aligned with Herzberg's two factor theory of motivation and hygiene factors. In the pyramid shaped Maslow's theory, the most crucial level of need is the basic physiological needs at the bottom, moving up to the top with self actualisation. Maslow's focus is to be able to pinpoint the basic types of motivation and their order of progressive needs and crucial to point out that movement from one level to the next one is on the basis that the current level has been satisfied (Ajinabi, 2018).

Similarly, Herzberg's two factor theory is a motivation content theory separated into motivator and hygiene factors and referred to as 'two needs system' (Ball, 2003). The motivators factor generates positive job attitudes whilst the hygiene factors generates negative job attitudes. Ajinabi (2018) reiterates the fact that the significant purpose of both theories is to generate efficiency, effectiveness and strengthened employee motivation and commitment to their job. Aligning these two theories to Harrods, one can see that they believe strongly in motivating employees and this is evident in several ways. One way this is being done in Harrods is the different developmental programmes they have, spread across the organisation and tailored to suit whatever stage of training and development the employees are currently and where they aspire to be in the future. On the 'Glassdoor company' blog, there was an interview with the HR Operations Director, Abi Weeks and the following was what she had to say about Harrods winning the 'Best place to work in the UK for the third consecutive year.

"From day one of their career journey at Harrods, we are dedicated to making sure our employees have the opportunity to build a meaningful career here. We believe that a good work environment is an opportunity to make a meaningful impact on an employee's personal as well as their professional lives".

She also spoke about employees being able to pose their questions to the invited Director during 'Welcome induction' as the director speaks about Harrods culture. Furthermore, the Health and Wellbeing department is

available to help any employees going through stress, needing counselling, podiatry, physiotherapy and the benefit of having doctors, nurses and occupational health advisers in the organisation (Di Toro, 2018). There are other organisations that do not perform favourably towards their employees and do not also have the resources to provide all these training and development programmes that enables Harrods to thrive and retain most of their employees for a longer period of time. In such organisation, both Maslow's Hierarchy of needs and Herzberg's Two factor Theory would stall because some aspects of it that makes it work would be missing. It is therefore evident that both theories work with Harrods culture.

PERSONAL DEVELOPMENT PLAN

Morgan, (2017) has broken down the Personal Development Plan (PDP) into two interesting forms which are; Personal Development plan and Professional Development Plan. He identifies personal development plans as skills developed relating to life out of work (hobbies), like cooking skills, photography skills, language skills and so on. Professional development plans however are skills essential for the workplace such as IT skills, presentation skills, project management skills, communication skills and so on. Both are PDPs needed for work life and personal life and this is a decision that has to be made by the individual; in the workplace setting, it is important to know the core skills needed for individual growth. Another scholar sees personal development planning as "structured and supported process to develop the capacity of individuals to reflect upon their learning and achievement, and to plan for their own personal education and career development" (Cottrell, 2003). There are benefits of developing a PDP for academic performance, personal life and professional life. This report will strive to develop a professional development plan in an organisation.

In planning a PDP (Professional), there is a need to align the approach constructively in order for the individual to evaluate where they are, the

journey to get to their destination and the destination itself. These abilities entails self awareness, pliability to learn, adapting to change and good time management; and finally evaluate the result (Routledge and Carmichael, 2007). There are normally seven steps to follow in order to produce a PDP and they are as follows:

1. Establish your purpose and direction; be aware of where you are and where you would like to be in your employment and work together with the line-manager or supervisor, as your plans must be synonymous with the culture and vision of the organisation.
2. Identify development needs; by finding out what needs are tied to your career goals using a self assessment.
3. Identify learning opportunities; by finding out your skills gap.
4. Develop an action plan; by developing SMART objectives which are Specific, Measurable, Achievable, Realistic and Timely.
5. Undertake the development; by starting the process of development actively in the form of courses, training, shadowing, networking, job-rotation, project work and so on.
6. Keeping records; so that you can be focused and will also be a reminder of where you have proceeded.
7. Evaluate and Review; this enables you to take stock and decide whether you would need to make some changes and start the process again or move on to the next goal (CMI, 2020).

(Fig 3.1 by HubPages) PDP Planning Cycle.



CONCLUSION

In conclusion, it is evident that organisations that have been able to carry their employees along by investing in them through training and development are the ones reaping the benefits of it all in large profit, low staff turnover and trust in the organisation.

Although, it is natural for some people to still have negative notions about an organisation like Harrods depending on their experience or media report, it is possible to begin a tangible career from any level and through all the varied development schemes available and with hard work, climb the employment ladder and have job satisfaction. To sum this up is a statement from the Human Resources department of Harrods:

“Our HR department is committed to sourcing, supporting and developing the very best candidates and employees from across the

globe. We believe that our employees are the essence of our business; when they thrive, Harrods thrives.

Our Recruitment team scours the market for the most talented candidates. To support them we have an in-house marketing and copywriting team dedicated to engaging with our candidates and perfecting our employer brand. Our HR Operations function is a shared service and provides support for both managers and employees alike. The function prides itself on giving an exceptional HR service through quality, consistent advice” (Harrods Careers, 2017).

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