

Managing People

(LCBB5004)

Assignment 1

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Task 1

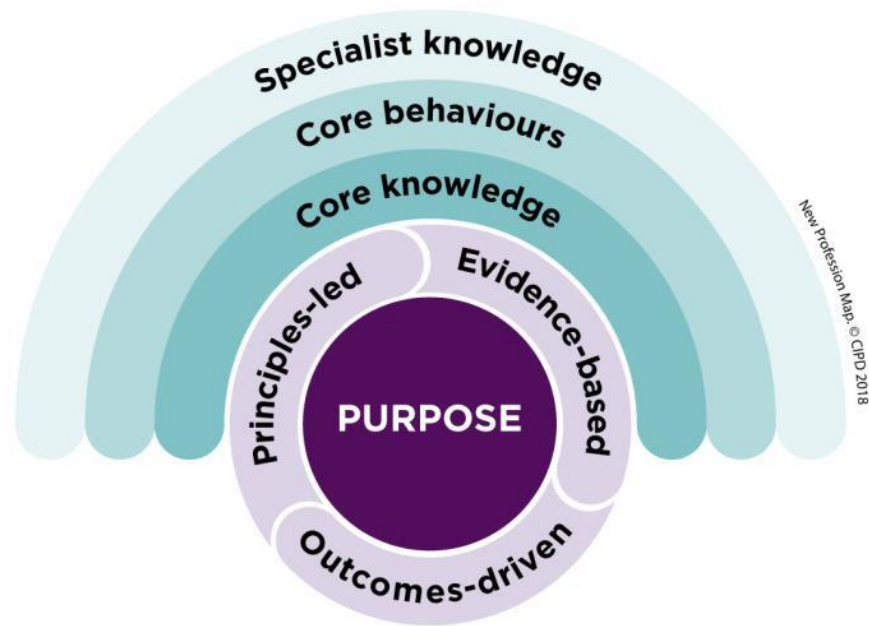
Human resource professional in reference to CIPD profession map

Studies in the field of Human Resource Management (HRM) have revealed that the subject gained attention in the early part of the 20th century with the relevance of the human relations movement. In the initial years, the basic constructs of the HRM movement were to recruit the right kind of employees, management of their pay roles and training them.

However, with the globalization of the business environment, the scope of HRM has increased by manifold. Today, the HRM has been a vital part of the strategic management process whereby talent management, managing labor relations, diversity and inclusion etc. have been given importance (Obedgiu, 2017). Given the dynamic nature of the business environment today, change in the organizational set-up has been omnipresent and the HRM plays a vital role in communicating the objectives of the same, training the employees for the process and managing the resistances to change (Stouten, Rousseau and De Cremer, 2018).

The global change that has taken place at the crucial juncture of the Pandemic at present has underlined the need for the HRM to convince specialist employees to return to jobs that require their relocation. Companies have retrenched employees during the Pandemic and the job structures are likely to be changed in the new environment whereby employees may be required to garner new skills or operate under new structures and parameters. It will be the duty of the HRM to convince the employees, train them and make them ready to work in the new environment (Butterick and Charlwood, 2021). Therefore, the onus is on the development of a more long-term strategic approach for the HRM of the companies today rather than dwelling on the basic duties in the earlier days (Collings et al, 2021).

The CIPD profession map has underlined these aspects in a refined way that can be stated with the help of the following chart:



The key factors of the HRM – specialist knowledge, core behaviors and core knowledge have been modified in terms of the levels achieved by the HRM professionals. The activities related to the key aspects can be stated with the help of the following diagram:



According to the CIPD model, there are four levels for the HRM professionals – foundation, associate, chartered member and chartered fellow. The level of strategic involvement of the HRM professionals increase as they move up the levels. For example, in the context of core knowledge, the foundation level HRM professionals are expected to be involved in the day-to-day practices of the organization and making the employees work. However, for a HRM professional in the chartered member level, these activities can be related to providing key inputs to the management as well as the stakeholders, management of the talent at disposal and communicating the objectives of the organizational changes.

Therefore, developing through the ranks of the CIPD level requires the development of strategic management skills of the HRM professionals which underlines the skills that are expected of them today.

Task 2

Introduction

The basic activities of the HRM have been linked to the recruitment of the right kind of employees, training them and the management of their pay-roles. However, as the business environment has become more dynamic, the HRM professionals have been given more responsibility to cater to the organizational objectives of the companies. HRM has been increasingly been important to cater to the needs of the stakeholders of the organizations and to cater to the strategic management aspects of the companies (Hermans, 2010). The current study will dwell on how the HRM has evolved over the years to become a vital part in the strategic management of the companies. The study will take the example of Mercedes-Benz Retail Group – a subsidiary of the Mercedes-Benz Group to analyze the evolution of the HRM.

Mercedes-Benz Retail Group – a short discourse

The Mercedes-Benz Retail Group (MBRG) UK, has been set up on a simple philosophy of “To be the very best at all things Mercedes-Benz.” Staying through its philosophy and objective, MBRG has been selling Mercedes-Benz (MB) approved used cars and new models. MBRG is based on various locations in and around London and also has a dedicated online sales team that looks to cater to the needs and demands of the customers at every level. As MBRG has been supported and owned by MB, it always has a repertoire of the best cars from the company. The online and offline sales team work dedicatedly towards satisfying the needs of the customers coming to the stores of MBRG. The employees have tremendous expertise in communicating to the customers and also have in-depth knowledge

relating to the mechanism and operational capabilities of the cars which make it easier for the customers to choose their right kind of vehicle. Within a decade of coming up, MBRG has championed the cause of customer service and has worked towards the satisfaction of the customers (Welcome to Mercedes-Benz Retail Group, 2021).

As a company, MBRG has given huge emphasis on recruiting the right kind of employees and training them to cater to the needs of the organizations. It has to be noted here that MBRG has been a new entity that has come up within the realms of MB – a well known entity in the global automobile industry. MB has always been revered world over for its expertise in manufacturing quality cars over the years. However, MBRG was set up to give more emphasis to customer service so that the requirements of the customers can be gauged to a greater level. The level of competition in the industry pushed MB to develop a strategy which was different from manufacturing cars. The objective of MB has always been to shape the future of mobility and this has been the reason why it has developed its engineering capabilities over the years. This has also helped MB to develop as one of the most well-known brands of the world today (Be the reason, 2021).

HRM in MBRG

MB over the years has given huge importance to the recruitment and retention of the brightest talents in the industry. Over the years, the company has championed the cause of diversity and inclusion as well as creating a vibrant workplace. The focus of the company has always been on the development of teams dedicated to different projects earmarked for the satisfaction of the customers. This has been the reason why the brand value of MB has been synonymous with the most sophisticated cars in the global automobile industry (Be the reason, 2021). The company has offered apprenticeships to young recruits for the future. This has helped the company to identify talented professionals in the industry and with the help of

proper training and development they have been made ready for the challenges ahead (Early careers at Mercedes-Benz, 2021).

However, over the years, the focus of MB has shifted and more importance has been given to increase the target segment of the customers. MB has been developing cars for the top income-level segment in the society for years but as the competition has grown in the automobile industry, MB looked to increase its scope of its target segment. The objectives relating to internationalization as well as its turnover have changed (Nechita, Virlanuta and Oprit-Maftei, 2013). This is the reason why MBRG was set up to sell used cars to the customers. In addition to this, all needs and demands of the customers of MB cars were handled by MBRG to set up better communication with the customers. The main objective of the company in this regard was to communicate with the customers in a better way to better understand the needs and demands of the primary stakeholders of the company.

The HRM objectives of MB over the years have been related to the recruitment, retention and development of the engineers and technical staffs. There was no need to develop front-line employees for the company as there was no need for customer interaction. The main agenda was the development of technologically developed vehicles. However, with the development of MBRG, the HRM had to develop frontline employees with proper knowledge about customer orientation and their needs to convince them to buy the products of MB. A study by Wang, Liu and Wang (2011) has shown that organizational support and development of proper knowledge for the frontline employees has been omnipresent for the success of the companies in the modern-days. Therefore, the employees are to be trained and developed according to the changing needs of the company and the HRM has to provide the employees with all the technological support in order to get the best out of them. Another study in relation to the recent Pandemic has shown that the companies have to develop digital platforms to connect with the customers. The companies have to show care and concern

while dealing with the customers and should be able to reach the customers in their location. The main focus should be on the company objectives as well as the satisfaction of the customers. It has also been seen that the customer experience can be enhanced by leaps and bounds with the help of the digital channels over the internet (Diebner et al, 2020).

Given the changes in the environment, the HRM of MBRG has also changed its approach of recruitment, retention and development of the employees. The basic structure of employee recruitment like in the case of apprentices has been maintained. According to one of the young apprentices in MBRG, “Other than the vehicles, my favorite thing about working at Mercedes-Benz is the people you get to meet – it feels like one big family here! I’d love to keep progressing once I’ve finished my apprenticeship, and continue my journey here at Mercedes-Benz.” (Be the reason for our future, 2021). Therefore, MBRG has also maintained the work environment that has played a huge role in the development of the MB over the years. However, it has added on the development of the skills of the frontline workers at its repertoire as well.

The frontline workers have been groomed to take care of the needs and demands of the customers coming to the stores of MBRG. In addition to this, they have been equipped with proper technical knowledge to assist the customers looking to purchase old or new cars as well as looking to service their MB cars. This has been the reason why MBRG has grown to be very successful in a short time span of ten years. The HRM has also supported these employees with the help of an online platform that enables the customers to book their appointment in the stores as well as view the stocks of cars at their disposal. The employees in this platform have also been given huge importance in the modern-days. The HRM has maintained its objective to be the best with all the products of MB and thus, more emphasis has been given to customer interaction and listening to their queries. This has been a huge change as in the earlier days, the HRM was more inclined to hire and retain technicians and

engineers. Importance was lesser for the frontline workers. However, this has changed with the development of MBRG and with the development of the Pandemic. The focus has been on talent management, learning and development, changing according to the needs of the environment and much more.

Conclusion

The study has dealt with the HRM practices in MBRG and it has been seen that in the recent days more emphasis has been given to the development of employees that are in sync with the needs of the external environment. This has been the reason why frontline workers have been nurtured and developed. The online mechanism has also been developed to a certain extent with the recruitment and development of employees in this platform. This has been a far cry from the earlier days of MB where technicians and engineers were preferred. However, over the years, the management has not shied away from its actual objective of being a pioneer in the field of automobiles. The change in the HRM perspectives have helped MB to fight competition and increase its sales over the years.

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