

NAME: ATALLA AHMED KHALED SHABAN ABDELGAWWAD

STUDENT ID: 2022999

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LECTURER: Charles Nwaogwugwu

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INTRODUCTION

In the June 2023 term, we had to study two modules, one of them is this one: Developing Relationships and Workplace Achievement. For the report, I had to introduce the chosen company briefly, which is Apple.

Then will discuss the project for Apple, which is the new device named Apple Vision Pro.

Then discuss Performance Management and Cycle.

Then will discuss three appraisal tools, which are 360 Degree Feedback; 540 Degree Feedback; and Management by Objectives.

Then discuss the DPD for the project I chose for Apple, which is about the Apple Vision Pro.

Then discuss the recommendations for them. Then the conclusions.

The last thing (not for importance) is the reference list.

BACKGROUND OF APPLE INC

(According to Levy, S; (2023); Apple Inc., formerly Apple Computer, Inc., is an American tech company that manufactures devices such as: smartphones, computers, laptops, tablets, smartwatches, earphones, and iPods.

They also provide some software services such as iTunes, iCloud, Apple Music, Apple TV, and Apple Fitness.

The three creators of Apple are: Steve Jobs, Steve Wozniak, and Ronald Wayne. They created this company in 1976. Because of Steve Jobs's illness, he resigned as CEO in August 2011 and was succeeded by Tim Cook, the chief operating officer during that time. Apple now has over 400 stores around the world (in the United Kingdom, Europe, United States, Africa, Asia, and South America, they are planning to expand more around the world in new places they never entered officially. That will help them grow even more and fight over the fake market and the resellers.

PROJECT FOR APPLE

According to Apple; 2023; One of the new projects Apple is working on is named Apple Vision Pro. You will be able to control everything you do with your computer and smartphone with these glasses. This device will come out next year in the USA and probably at the end of next year around the world. It will have a price of \$3.500 in the USA.

PERFORMANCE MANAGEMENT

According to HiBob; (n.d.); Performance Management is used to keep track of how employees are performing in their jobs and if they are improving their skills to contribute positively to the company to achieve its goals.

There are three steps to follow which are:

- **Planning:** Setting and tracking personal goals for the company that aims to help the HR to see how the employees are developing.
- **Check-in:** Managers and employees will meet to have a conversation regarding areas for progress and improvement.
- **Review:** By doing the check-ins frequently during the year, managers could check more accurately how their employees are performing.

PERFORMANCE MANAGEMENT CYCLE

According to HiBob; (n.d.) A Performance Management Cycle is a method used to guide employees and enhance their productivity and work quality. This cycle has 4 steps:

- **Planning:** It is done to help the company grow, set clear goals for everyone, and see what employees need for success.
- **Monitoring:** Meet and check how your employees perform and if they are improving.
- **Reviewing:** Every 6 or 12 months, both employees and managers check how things are going and what the company achieved.
- **Rewarding:** This is done when an employee has successfully done every task that was required of him/her and has done more. This could be a salary increase, bonus, or promotion in the company.

PERFORMANCE MANAGEMENT TECHNIQUES

360 Degree Feedback

According to Mettl; (2019) 360-degree feedback is when employees get private feedback from colleagues, bosses, and team members. It helps leaders understand strengths and weaknesses. It can boost engagement and growth, but there are also challenges. Using it wisely balances its benefits and drawbacks for better results.

Advantages of 360-Degree Feedback:

- **Creates Self-Awareness About Strengths and Weaknesses:** Martin thinks 360-degree feedback is great because it shows employees their strengths and weaknesses, motivating them to improve. It also helps the team work better and reduces people leaving their jobs. It's like getting advice from lots of people, so employees can see how they're doing and get better.
- **Identifies Training Gaps:** The 360-degree feedback system gathers feedback from colleagues, bosses, and others about an employee. This feedback is put together to understand the person better. This helps find out if there are any missing skills in a team or person. If there's a problem, training can be given to fix it.
- **Improves Productivity and Work Relationships:** When coworkers give feedback, it makes employees feel good and helps them and their bosses work better. When different teams share feedback, they trust each other more and can reach their goals together. This makes teams talk more and do better overall. Feedback also helps employees know what skills they need for their jobs and makes it clear how to do well in the company.
- **Gives Insight Into Employees' Work:** The best thing about 360-degree feedback is that it helps bosses know an employee better. It's not just about the work they do, but also how they fit in the team and other things that might not show in their final work.
- **Increases Transparency Within The Organisation:** When people trust each other, they make better decisions, do better work, and the company makes more money. If the feedback is done well, the company can also learn how to hire better and organize its teams. When used right, it helps employees share ideas to make the company better in different ways.

Disadvantages of 360-Degree Feedback

- **Sidelines Positive Feedback:** Managers might focus too much on the bad things employees do with 360-degree feedback, instead of looking at the good things. This can make employees unhappy. So, using this feedback needs careful thinking to balance the good and bad feedback and keep employees engaged and motivated.
- **Garners Dishonest Reviews:** If people don't trust the ones doing the 360-degree feedback, they won't give honest feedback. They might say what they think others want to hear, and that's not helpful. So, it's important to be clear and open when setting up and doing the feedback. Also, if employees think the feedback affects their performance, they might agree to rate each other better or even rate others lower to look better themselves.
- **Increase Distrust in Leaders:** If a leader doesn't talk about what they learned from the feedback or how they'll use it, people will think the feedback was pointless. They won't trust the leader or the company, and they won't feel motivated. It's important for leaders to do something with the feedback and show they're making changes. This makes people trust the leader more and keeps them engaged.
- **Time-Consuming Process:** It takes a lot of time and effort. Co-workers and HR people must spend time answering questions and thinking about the answers. Then, the managers

and human resources must go through all the answers and use them to make a fair evaluation. It's not easy because they need to consider input from many sources. Even though there's software to help with this, getting it all set up is still a bit tricky.

- **Provides Biased Opinions:** When we're trying to evaluate how someone is doing at their job, it's important to get input from different people. But it's not a good idea for the person to only choose people who like them because that can make the evaluation not accurate. So, a person should ask their bosses to check and make sure the right people are giving feedback. Sometimes, when we talk to someone face-to-face to get their thoughts, the person listening might not understand it correctly. So, it's better to use a survey to get feedback because that's more clear and less likely to be misunderstood. That way, we can get a better understanding of how the person is doing at work.

540 Degree Feedback

According to Team, M.S.; (n.d.); 540 Degree Feedback is an evolution of 360 Degree Feedback because it involves external evaluators like customers or clients. That is the only difference from it.

The advantage of it could be that the company receives feedback from customers.

The disadvantage of it could be the risk of biased or unreliable external input.

Management by Objectives (MBO)

According to Indeed Editorial Team; (2021); It is a style of management that prioritizes setting, tracking, and achieving goals for every employee to complete company-wide goals. It encourages collaboration between managers and employees to work toward a common objective. It also emphasizes planning and personal responsibility for employees.

Advantages of MBO

Planning: Managers plan future goals, communicate and guide employees on the goals that need to be reached, and plan to anticipate the problems that they may face.

Employee Involvement: This management style has employees work with their boss to make goals. It makes them more motivated and happier with their job.

Measurable Goals: MBO uses clear, measurable goals for success. For instance, improve customer satisfaction by a percentage or increase production by a specific amount.

Stronger Criteria For Employee Evaluations: In this style, employees understand expectations, and managers use agreed goals for evaluations. Clear goals ensure fair assessments and set expectations.

Improved Communication: Managers and employees collaborate on goals, communicate more, and gain benefits like productivity and job satisfaction.

Career Development: Clear goals help employees see areas for improvement, while managers learn better supervision. This leads to skill growth for employees and managers.

Improved Company Performance: Clear management direction improves company performance. MBO tools aid both managers and employees in overall company improvement.

Defined Roles: After setting goals, employees understand expectations and focus on their roles. Objectives created by managers can also help in task assignments for employees.

Regular Feedback: Bosses meet workers often, so they can give them advice to help them improve and do better.

Employee Empowerment: Because their roles are clear, the employees can be more independent. This will help them to need less help from their bosses.

Disadvantages of MBO

Time and Paperwork: MBO involves additional time, meetings, and paperwork. This can reduce supervisors' work time to complete their work because they will have to focus on how their employees and managers perform and progress.

Strong Focus on Short-Term Goals: MBO focuses too much on short-term goals and does not focus on long-term goals which are more critical in the short one if not more.

Managerial Skills: MBO depends on managers' skills. This means that if a manager lacks specific skills that are required, they may not be able to perform well their job.

Required Acceptance At All Levels Of The Organisation: For MBO to work well, everyone needs to support it, especially the top managers. If they support it, employees will understand that MBO is important to help them improve in their jobs.

Limited Types Of Goals: MBO might not work well when the goals are not measurable—this limits how effective MBO effectiveness for some companies and departments.

Possible Inflexibility: If management sets a goal and focuses too much on it, they might not make changes when they are necessary. This will affect them because when they focus too much on that goal, they might ignore new possibilities to expand.

Long Initial Time Investment: MBO needs time to start. So, you need to hire someone who knows how to use the MBO to speed up the process and help people understand better their role and work.

Power Imbalance: Employees and supervisors team up for goals, but if they do not communicate openly, the employees may have to obtain unrealistic goals because of that.

Unrealistic Goals: Without proper training, managers or employees might set impossible goals to achieve. MBO needs to be realistic, so let employees talk about their concerns. Regular check-ins will help them stay on track and improve.

PROFESSIONAL DEVELOPMENT PLAN

Development Objectives	Priority	Activities to be Undertaken	Resources	Target Start Date	Target End Date	Criteria For Success
Communication Skills	High	Communication activities,	Empty Room, video tutorials	01/06/2023	31/12/2023	Success
IT Skills	High	IT activities	Computer, video tutorials,	01/06/2023	01/12/2023	Success
Team Working	High	Communication activities.	Empty room, other people	01/09/2023	01/02/2024	Success
Conflict Resolution & Problem Solver	High	Communication activities, IT activities	Video tutorials, empty room, computer	01/06/2023	01/06/2024	Success
Improve in other languages	High	Communication Activities	Empty room, video tutorials, other people, computer	01/09/2023	01/03/2024	Success

Communication Skills:

Employees at Apple need to be able to communicate properly with the customers so they can understand more about the product they are interested in, and the employee can also recommend a better product for the same price. This is in high priority because the employees need to be able to communicate effectively and properly with the customers and colleagues.

IT Skills

Employees at Apple need to be able to know how all the devices they have work so they can help customers who are new to Apple. Employees need to be able to explain and show the customers how the device they are interested in works if the customers are not familiar with it. This is in high priority because they need to be able to use the devices and help customers understand better how to use the devices.

Team Working

Employees at Apple need to be able to work in a team and help their colleagues who face difficulties because they may not have enough experience in that field. So, the more experienced employees need to be able to help them anytime they need it until they will be more experienced. This is in high priority because employees need to be able to help each other when they need help.

Conflict Resolution & Problem Solver:

Employees at Apple need to be able to solve complaints and find the solution for the customers. By doing this, customers will feel listened to and will be happy about the experience when you find the solution to the problem. This is in high priority because employees need to be able to help customers find the solution to the problem, they have so they will be happy and satisfied.

Improve in other languages:

Employees at Apple might be able to speak more than one language due to their ethnicity. This means that they can improve other languages they know by doing some communication activities to improve in the language of their parent so when they have customers that have difficulties speaking in English and speak another language (for example Italian or Spanish) they can speak with them in the other language they feel comfortable with, This will also help the employees to improve their communication skills in that language too. This is in high priority because it is important to be able to communicate effectively in all languages, they know if they will have a customer that does not know how to speak properly in English.

If Apple follows the PDP Plan I have made, they will be even more successful and the customers will be happier because the employees could solve the problems, speak the language they know with customers, set the devices for new Apple customers, and find the solution for the problems, and by communicating more properly with the customers. This PDP plan is not only for the new project that will come out next year but for all the products and services they offer.

RECOMMENDATIONS

For the recommendations, I have three of them.

The first one is that I recommend them to use 360 Degree Feedback because it costs less than the other two techniques and is very effective as a technique. Considering the advantages and the disadvantages can help Apple understand better their employees, how they work and how to help them improve where they need to improve.

The second one is that they need to use or continue to use the Performance Management Cycle because it also helps to understand better the employees and help them improve, and when they improve, they get rewarded. This can help them stay motivated and get better at their job.

The third one is from the DPD, if they use the DPD plan I made, they will improve in everything they already do, because it will help them learn all the basics if they do not have experience in this field. Improve the skills they already have and gain new ones. Help them learn a new language and improve the ones they already know. My DPD is for all their projects because they are a tech company.

CONCLUSION

In conclusion, this was my report about the project of Apple, DPD of the skills they need for this and all their projects. The Performance Management, Performance Management Cycle, and Performance Management Techniques. The recommendations I have for what I wrote about in this report, and the reference list of what I searched and used in my report. I tried to write this report with my own words where possible and where I have not inserted any references because I wrote with my own words and with things that I already knew about.

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