



LEVEL 7 ASSESSMENT SPECIFICATION

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Lecturer:	Dr Leo Ho	Internal Verifier:	Dr Terence Li
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Submission deadline:	Dec 5, 2021 - Oral Presentation Dec 5, 2021 - Submission of finalized PowerPoint slides	Return date of provisional marks & written feedback:	14 working days after submission of finalized PowerPoint slides
Submission method:	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.) Late submission of the assessment will result in a late penalty mark. 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.		
Academic honesty / referencing:	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.		

Big Data & Robotics HR Management Report

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Introduction



Competitive advantages are the outcome of digital transformation from many breakthroughs of technology to bring up new business opportunities and business models (Ulas, D., 2021. Digital Transformation Process and SMEs).

- Digital transformation is a process that combines digital technology with existing business models
- Become an organization that takes the value and experience of customers as the core and is constantly updated and continuously transforming (Ater.org.tw. 2021).
- Many breakthroughs of technology
- Traditional methods are no longer sufficient
- A necessary means to face the challenges of the future by adoption of HRM benefiting to reduction of operating cost and the best talent retention to enhance productivity
- Properly used can bring new business opportunities and business models

➡ competitive advantages

About Dairy Farm

- Dairy Farm, a local famous international retailing and F&B company and a major stakeholders of Maxim's Group by diversification is the subject company for review of its HRM and digital transformation into business and operation
- Business and brands include 7-eleven, Wellcome for retail & Spaghetti and Oliver's Super Sandwiches etc.
- Recruiting more than 5000 workers per year
- Related businesses losing about USD 13.2 million in the first half of this year
- In progress of moving onto digital transformation internally and externally in operation and People Management by adoption of HRM
- Recently launched 'Yuu' brand new shopping apps to enhance customer experiences and adopt loyalty programme to customers by improving their satisfaction from purchase
- Dairy Farm is on its milestone to proceed digital transformation in different dimensions in the future

Focus on Key Drivers

- #2 Robotic & #2 Big Data (Focusing on staffing management)
- Robotic Process Automation ➡ automate business processes and specialize in tasks with high repetitiveness
- More effective in handling low-output and time-consuming work processes
- HR benefits in reducing the production cost
- Big Data ➡ huge and complex database and analysis collected
- Volume, Velocity & Variety
- Accurate HRM based on facts can be made



Research of articles

- Ulas, D., 2021. Digital Transformation Process and SMEs
- How the flexible management model help a firm to organize in a different level
- Benefits manufacturing industry in Turkey
- Big data provide better understanding about the company internal & external business environments
- Internal: enables HRM to sort out the numbers of workers in the world and hire those who can fulfill their standards
- External: enable HRM to identify risks and challenges ➡ plan quality training to meet customer expectation
- Robotics has changed the labor/capital mix while managing social expectations
- Used to automate the required tasks with higher efficiency and flexibility
- With the use of Robots in manufacturing, HRM can reduce labor cost and improve the quality of products

Research of articles

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- Ater.org.tw. 2021. [online] Available at: <<http://www.ater.org.tw/journal/article/7-1/free/19.pdf>> [Accessed 28 November 2021].
 - Serious shortage talent
 - Knowledge disconnection between the university subjects and jobs in the society
 - How can the school in Taiwan use Big Data to solve the problem
 - Big Data: Compare the relevance of the job market to various university subjects
 - Big Data: Which subjects have relatively low employment rates ➡ ameliorate the content or remove the subject
 - Enhance Human resources cultivation

Research of articles

- Osman, C.C., 2019. Robotic Process Automation: Lessons Learned from Case Studies. Informatica Economica, 23(4).
- Case study about how HRM use Robotics to process data in Coca-Cola
- Decide to implement Robotic Process Automation using Blue Prism
- Simplify the HR audit process
- Average saving of about 17.71%
- Time-saving and enables the employees to take part in some new implemented skill training
- Robots work 24-hours consistently > Employees work 8 hours
- Enhance customer experiences and production amount



Research of articles

- Heavin C, Power DJ. Challenges for digital transformation—towards a conceptual decision support guide for managers. (Journal of Decision Systems. 2018 May 15;27(sup1):38-45.)
- Challenges about implementing digital transformation in HRM
- Positioning Deviation
- HR standardization need to reform
- Need to overthrow the previously established system
- Value Creation to attract new employees is needed
- New performance appraisal should be given to employees (working standards)
- Transformation takes time

Pros and Cons

Possible Advantages from adoption of HRM in Dairy Farm

- Easier for recruiters to hire the workers to reach the working standard (Osman, C.C.,2019)
- Enable HR to set more realistic and measurable to achieve short-term and long-term goals in both financial and non-financial target and overall improve company competitive advantages (Osman, C.C., 2019)
- Time and cost saving in long term to optimize operational efficiency. (Osman, C.C., 2019)
- Enhance productivity and customer experience (collect from Big Data) as reiterated by Heavin C, Power DJ., (2018)
- Motivation for new joiners (new skill training provided by training specialists) from improvement brands image according to Heavin C, Power DJ., (2018)
- Create new competitive advantages from adoption of technology vs key competitors (e.g. Café de Coral, Watsons & PARKnShop). Heavin C, Power DJ. (2018)

Pros and Cons

Possible Disadvantages from adoption of HRM and digital transformation in Dairy Farm

- Higher requirements and investment costs in technological understanding for interaction between human and robots. (Heavin C, Power DJ., 2018)
- Digital transformation need to keep updating and changing (Nambisan, S., Wright, M. and Feldman, M., 2019)
- The change of new working culture need considerable time for employees to adopt (Osman, C.C., 2019).
- Recruitments may require members of people team and staff to be familiar with with new skills in handling new digital system and process (Osman, C.C., 2019).

HRM challenge for Dairy Farm

- Changing staffing management (External and Internal standardization)
- External: Require additional inputs
 - New recruiting process, procedures and standards are needed
 - New training to provide to the new joiners
- Internal: Change in business model
 - Will the change be able to retain the employees?
 - All the data are easily disclosed throughout the organizations (e.g. salary, monitoring system etc.)
 - New performance appraisal standards need to be launched

Recommendations

Considering advantages and disadvantages after critical reviews of the potential challenges and market focus from adoption of HRM and digital transformation into business and operation, here below are recommendations for Dairy Farm

- Allow employees of different levels to provide feedback regularly (via mobile apps)
- Set up internet to receive customers' feedback with standing review mechanism; employee performance appraisal for review and improvement
- Employees' reward and promotion scheme should be based on a mature performance level of HRM digital system
- Build up internet images e.g. IG pages (easier to hire and attract right talents as new joiner)
- Set up regular meetings to update and review adoption of HRM, degree of digital transformation and associated review of company policies and standards

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 - Blue Prism, “Coca-Cola Extends Business Services Capacity and Improves Performance with RPA”, <https://www.blueprism.com/resources/case-studies/cocacola-extends-business-services-capacityand-improves-performance-with-rpa>, May 2018, [Accessed: August 15, 2019].
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Thank  Joy!