

Human Resource Management (LCMB7000)

Assignment Number 2, part b: Individual Briefing Sheet
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Purpose of the Briefing Document: Adaptation of new coherent approach to HRM strategy in Hanoi Hats Company and its benefits to overall business performance

To attention of: General Manager of Hanoi Hats Company

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Current Situation:

Based on the latest company report due to a recent change in production practices which required our workers to produce innovative hat models Hanoi Hats Company has been faced with important challenges, listed below:

- A need for training that allow cutters to successfully produce new hat models required by our partner company caused the reduction of workers production rate and lower salary for each worker
- Decrease in pay led to dissatisfaction of each worker and increased employee turnover

Based on the above a new coherent Human Resource Strategy needs to be implemented in order to support company's long term business goals and improve overall organisation performance.

Introduction of Harvard Model (Soft Approach):

-Placing Human Resource Strategy on the central philosophy of the business would view employees as assets rather than cost. In practice a new Reward System based on regular performance appraisals would be implemented.

-Thought the process a new corporate structure that replaces tall organisation structure with a flat one would be developed. By establishing Human Resource Management as a separate body in the company and appointing some of the existing employees as Human Resource Officers/Managers many duties would be taken from Line Managers. Employees would feel valued and more involved in the decision making process which would reduce the rate of turnover.

-Human Resource representatives would identify the main fields of improvement depending on the organisational needs and focus on implementing the most cost effective training and development practices within the company. Implementation of regular training and development strategy would reduce the need of hiring training specialists from outside of the organisation. Through successful talent management strategy a selected skilled employees would act as team leaders and provide on the job training to other colleagues.

-By appointing Human Resource Management as a separate division in the company many administrative tasks that are currently delegated to Line Managers would be taken care of. Furthermore depending on the organisational needs Human Resource department would allow a successful workforce planning. In addition a change management strategy designed by Human Resource department would allow Hanoi Hats and its employees to prepare for future innovating practices that might be required to adopt by the company without a negative effect on overall organisation performance.

In conclusion an adaptation of a coherent Human Resource Strategy based on the principles listed above will have a positive effect of Hanui Hats business performance. Recent occurrences proved that the existing 'hard approach' model adapted by the company is no longer effective for the organisation and leads to financial loss. A new strategy will be simultaneously beneficial for current production workers, line managers and general management. Although the implementation of this new strategy will require additional costs in the beginning stage of the process it will definitely have an important positive impact on company financial performance in the long term perspective.

(Word Count: 509)

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