

MODULE

HUMAN RESOURCE MANAGEMENT - Assessment 1

MODULE CODE

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Introduction

Human resource management is the method utilized for making a point, developing and assigning the plans and fortifying engagements of Human Resourcing in the association (Moodle Monkey, 2020). Contrasted with the past, it has become an essential piece of the administration exercise in the twenty-first century, it is attracting extensive consideration in administrative discussions and key arranging of associations (Ukessays, 2017). Also, it is commonly included along the sufficient satisfaction of human resource to import brilliant outcomes. The favourable outcome of an association expands upon its worker fulfilment, including as enrolment and activity of preparing which cuts down decision ability of HR (Moodle Monkey, 2020).

According to J. Storey (1995), 'the human resource management (HRM) has been and remains exceptionally dubious' (Storey, 2007), a place that Keenoy (1999) has endorsed it while characterizing the contemporary circumstance of Human Resource Management (UK essays, 2017).

The Human resource management task includes employing, on board, verifying, selecting, choosing, advancing administrations and look after the entire organisation. Subsequently, there is an individual whom guide the chiefs are the Bureau of an affiliation that organizes dealing with the most ideal command and guaranteeing the best work practices set up habitually. With the human resource management, the process of enlistment and selection plan where it appoints the skilled staffs. The aspiring employment industry sets up the rundown of advantages alongside a business which can make the organization all around settled. The beneficial procedures of human resource management will benefit the both side of workers and employers (Moodle Monkey, 2020).

After all this discussion of human resource management above, the individual will analyse in this assignment that Mark & Spencer's current and predicted changes in the external environment which is relate to the people resourcing strategies and how the organisation responded to those changes within their resourcing strategies.

People Resourcing Strategies

It is a vital part of the human resource management and its main priorities are around the enlistment and release of people from companies, also just as the administration of

individuals exhibition and developing while hired by the company (Pilbeam & Corbridge, 2010). The process of people resourcing needs execution in different advances and cannot be actualized at the same time as this would mean absence of chance for the assessment and review of each progression. According to Armstrong (2010), the procedure initiates with the identifying of the resourcing strategy. As it is where the employees needed is distinguished, and figures the sort of individuals that the business demands. Furthermore, it gives an option to the company which to recognize the individuals to train internally, and those whom talent inside the association that allows an advancement. As it is being the primary step, it is basic for the accomplishment of the execution of the procedure (UK essays, 2017). The principle goal is consequently to guarantee that a company accomplishes superior business position by developing, retaining and recruiting more efficient people than its adversaries. The association seduces in such individuals by being 'the employer of choice'. It holds them by giving better chances, bonuses, better workplace conditions than others and building up a positive mental agreement, which expands commitment, responsibility and makes common trust (Armstrong & Taylor, 2014).

Mark & Spencer

Mark & Spencer was established in 1884. It is a leading British retailer bringing quality, great value food, clothing and homeware to millions of customers around the world (Marks and Spencer, 2020); (Reference for Business, 2020). As of 2020, the company owned with nearly 1038 stores in home market, also owns and operates nearly additional 481 stores worldwide. Its most of the operations handled from the company's corporate head office in London (Corporate Office Headquarters UK, 2022). The company has approximately 85,000 employees worldwide, only based in the UK has over 90% (Marks and Spencer , 2020). Currently the company is facing unprecedented global crisis (COVID -19) like other companies in survival situation. It is aims to secure the future of the business which will accelerate its transformation and to achieve long term, sustainable and profitable business growth for shareholders, colleagues and wider community (Corporate Office Headquarters UK, 2022); (Marks and Spencer , 2020).

Critically analyse the current and predicted changes in the external environment of Marks and Spencer which is related to the people resourcing strategies

To discuss about the critical analysis of the current and predicted changes in the external environment of Mark and Spencer, first of all needs to find out the definition of external environment which is connected to the Human Resource Strategy.

The elements of external are causing outside factors which the organization has no power to control it. It is making the company to take proper changes on marketing plan to create it further multiskilled to the external environment ([Megaplaza, 2020](#)). According to D.

Gartenstein, there are five components of an organization's external environment and those are as competitive, consumer trend, economy, technology and rules and regulations ([Jhonston, 2020](#)).

Obviously, the external environment influences the organization's internal environment, for instance, the Brexit and the Covid-19 pandemic. In this case, the HR strategy can be short and long term which will decide the workplace planning with workforce growth. The company's HR strategy is very important as it makes the organization future plan to hire best employees and also rewarding customers and employees ([Marks and Spencers, 2020](#)).

1. Competitive Component

A year of the Covid-19 which has had a big collision on the retail market but that cannot conceal different weak points. As many other retailers, Marks and Spencer also has been hit hard because of the pandemic. Also, the company was not in good place in the market because years of missteps but the pandemic situation made the business loss widely ([The Gurdian , 2020](#)).

- **Current changes**

- ⇒ There are many reasons that push competitors to collaborate between them which both side of consumers and the economy can benefit from these collaborations.
- ⇒ The main cases of the collaboration will be targeted at surviving or maintaining in the short-run the manufacturing, distribution and supply of a product.
- ⇒ Creating a new product or making an innovative co-operation to the crisis, in which case it might appear as a Research & Development arrangement or of a co-operative joint endeavour ([OEAD, 2020](#)).

- **Predicted changes**

- ⇒ As the customer way of buying products has changed, so retailers need to get a right mix of digital channels which will deliver a much better opportunities to drive involvement and growth.
- ⇒ Retailers have learned the lessons during the pandemic which is to reconfigure the supply chain. The new supply chain will likewise should be more cooperative, feasible and have built in agility to take into consideration in request.
- ⇒ The safety measures need to put in place to protect customers, suppliers and employees when delivering products, in store and in warehouse. To ensure that the customer feel safe and give them that confident to return to stores ([Deloitte, 2020](#)).

2. Consumer Trends Component

The consumer trends can be a new expectation, an attitude or opinion and a new behaviour which can frame the premise of a consumer trend. However, it's insufficient to just comprehend a trend. Important to know that where and how patterns will arise and vitally which bring opportunities will present to client. According to The Economy Edition, the impact of pandemic instigated financial changes on consumer trends and in few cases, contrasting those markers with Dynata's previous reports that feature how much a portion of these progressions have affected lifestyles, national, local and global economies ([Dynata, 2020](#)); ([Khoros, 2020](#)).

- **Current Changes**

- ⇒ Consumer are purchasing online for fundamental products during pandemic which is the biggest development in the grocery sector ([Dynata, 2020](#)).
- ⇒ A new decision making by today's consumer about finances, families and health to choose right products which individuals buy.
- ⇒ Nowadays, people are very selective about spending.
- ⇒ Before the start of the pandemic, people were visiting in person nearly half of them but now is less than that ([Toluna, 2020](#)).

- **Predicted Changes**

- ⇒ According to Doug Stephens', most of consumers daily consumption will be online transacted and giant e-commerce companies will be exploring a new range of

shipping capabilities, systems, platforms and technologies which will change consumer behaviour in buying these forms online.

- ⇒ The physical stores will not be a channel of the distribution of items or a powerful media channel but also the most measurable and manageable media channel in financial terms.
- ⇒ Most developed economies will continue to gut by the middle-class incomes because of the polarization of wealth. The baby boomers will spend less, therefore brands as such Marks and Spencer requiring to figure out the demands and awareness about the younger consumers.
- ⇒ According to Nordstorm, the future retail industry will be dependent on artificial intelligence to empower deals partners with more successful assistance kits and data, all with an end goal to legitimize more exorbitant costs (Howland, 2020).

3. Economic Component

Currently the world facing the Covid-19 pandemic which impact every sector widely and external economic environment determines how and whether people spend money in kind of situation. Because of nation lockdown and furlough scheme by Government, people income level reduced by 20% which is impacted also nation economic growth level (Woodcock, 2020). According to National statistics, the UK economic growth is only 0.4% in October 2020 which is slowed down (Office for National Statistics, 2020). Being a global company Mark and Spencer's performance has impacted because of exchange rate. The British pound is not stable in the market where are heavy fluctuations which is impact to run Marks and Spencer's global business operation as to transferred those money earned in other countries back to UK (UK essays , 2019). Also, the Brexit situation making the economic growth unstable as the Government is preparing for no deal.

- **Current Changes**

- ⇒ According to the Guardian, Marks and Spencer wanted to cut 7,000 jobs by the end of 2020 because of the way business is run during the Covid-19 pandemic as slashes costs.
- ⇒ Majority of the job cuts are expected will be in regional management, London head office and its UK stores. Most of employees to affect are women.

⇒ Recently, clothing and homewares sales through shops are dropped by 48% compared with 2019. But as shoppers switch to online shopping, so its online sales up to 40%. Still though, overall non-food sales were down 30% as Marks and Spencer is not top online destination ([Partridge & Butler, 2020](#)).

- **Predicted Changes**

The economy is slowly recovering from the consequences of the Covid-19 pandemic which will affect on the GDP growth. The retail sector needs to adapt the recovering from this crisis through digital acquisition. Will make sure an effective progress to digital will drive fast development, and increment interest for client focusing on, strong misrepresentation recognition frameworks and risk evaluation arrangements.

The recovery of external economic environment will be long term because there are new and unanticipated difficulties for retailers and all organizations will rise. In this case, the preparation for recovery and the ending of national lockdown will be critical as long as reduce the long-term impact of Covid-19 and assist the economy with the restoring to its previous level ([Blacksell, 2020](#)).

4. Technological Component

Nowadays, the technology is a vital part of an organisational strategic plan of multinational companies. As Marks and Spencer is fundamentally affected by the technological environment changes which make changes at a fast measure in current market environment. It planned a new technology transformation programme which announce a couple of years ago, to turn out to be a first digital business and convey a development in customer experience. It is intended to make a more deft, quicker and business technology ability that will work with the business to convey development ([UK essays, 2019](#)); ([Marks and Spencer , 2018](#)).

- **Current Changes**

⇒ The company's new digital technology operating model which is improved the productivity in how Marks and Spencer make use of new technology, incorporate the assumption of industry coordinated strategy ([UK essays, 2019](#)).

⇒ The company has principal technology partner which is Tata consultancy services as one of the world's leading technology companies. Because of the technology

transformation programme which will convey annual productivity of £30m by next financial year and the price is one-off cost to execute of £25m ([Marks and Spencer , 2018](#)).

⇒ The mobile app of Marks and Spencer's Spark can be use by mobile operating system of iOS and Android which makes big advantage for customers and company. The app helps to keep track of offers and rewards ([Marks and Spencer , 2020](#)).

- **Predicted Changes**

⇒ The model of buy online pick up in store as (BOPIS) has grown increasingly popular and to make sure the model can work when companies have set up the fundamental advances that empower an easy transaction.

⇒ Retailers will currently focus at the tech stack and enrol new accomplices that can help to make sure the whole retail activity is good for reason post Covid-19.

⇒ The new changing nature of retail sector and the consumer buying behaviour is leading to re-establish ecommerce operations and to stay competitive in the market and that lead the way to have fewer stores and more ecommerce ([Reyhle, 2020](#)).

5. Rules and Regulations Component

The Government has passed the Health protection regulations 2020 as called COVID-19 Regulations, under which circumstances the business and venues are under a commitment to close except if an exemption applies ([Cruz, Swaine, Morris, Chamberlain, & Bradwell, 2020](#))

Furthermore, the Brexit transition period will end on 31 December 2020, the Government has given guidance to follow which will help to prepare after Brexit. So, the new rules will implement from 01 January 2021 ([Gov.UK, 2020](#)).

- **Current Changes**

⇒ Retail businesses can do online selling which is permissible, may have employees at warehouses and delivery resources can be utilise for continuity but every store must be close.

⇒ When the local or regional lockdown lifted, ensure that the stores have maintaining the social distance and keep mask on regulations when customer coming to the store.

- ⇒ Breaching the Covid-19 regulation is an offence and anyone of the company who breaches against it, likely to be prosecuted ([Cruz, Swaine, Morris, Chamberlain, & Bradwell, 2020](#)).
- **Predicted Changes**
 - ⇒ There will be changes to require for placing certain products on the both markets.
 - ⇒ If the UK has deal or no deal, in these circumstances need to follow on the Government guidance. Retailers have to stay updated as some circumstances can be changed depending on the terms of that the UK leaves the EU.
 - ⇒ The EU citizen will stop to come in the UK so, the retailers will face lack of trained staff ([GOV.UK, 2019](#)).

Assess & evaluate how the company has responded to those changes in the external environment within their resourcing strategies

A year ago, before the Covid-19, the retail businesses were running perfectly in every level. The retail employment levels were strong, even though was at lower level for long term average. Nowadays, The UK will face two big issues as internally and externally, such as the Brexit and the Covid-19 pandemic.

Obviously, the rise of unemployment will not stay longer but that will bring more option available workforce to select from. The companies already started job cuts and slashes cost because of pandemic but the Brexit will be more challenging than pandemic as companies will face sort of well-trained staff.

Below mention about the retailer's resourcing strategies are changing in the external environment:

- **Enrolment policies:**
 - ⇒ The recruitment process can be permanent, rather than temporary and utilizing experience and local aptitudes.
 - ⇒ The permanent staff can be offered key hour working time, such as lunchtimes during weekdays.

- **Flexible working hours:**

⇒ Presenting adaptable working courses of action and part-paid holidays as opposed to executing redundancy processes, permitting them to oversee expenses and save the ability they need.

⇒ Need to annualize of working time which can removes the need to enrol seasonal staff.

- **Progression arranging:**

⇒ Growing better progression arranging, which is turning into a preference for retailers eager to guarantee their staffs are good for reason, especially in the future.

⇒ More accentuation on inward as opposed to outside substitution and a longing to make and keep a pool of ability.

- **Profession advancement and training:**

⇒ Making a more organized profession way to guarantee staff have the essential abilities.

⇒ "Upskilling" the labour force, by choosing and preparing workers who have the best potential to add to deals.

⇒ Creating training initiatives.

- **Leading shop floor workers:**

⇒ Refining shop floor staff lists to guarantee there is insignificant over-staffing, while at the same time guaranteeing there are adequate associates to coordinate degrees of administration to client interest.

⇒ Guiding business costs through proactive administration of hours that staff are working in stores.

- **Reward:**

⇒ Commission based reward can be revaluated.

⇒ Improving more reward packages and can be introduced pension scheme ([Retail think tank, 2016](#)); ([Mayrhofer, Gooderham, & Brewster, 2019](#)).

Conclusion

At the end, the assignment has been analysed and researched about the current and predicted changes which is in the external environment of the multinational company of

Marks and Spencer. The author highlighted about the people resourcing strategies which is also evaluated and assessed how the company has responded those changes. Overall, the assessment will help to understand that the company can improve people resourcing strategy in the near future.

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