

LEVEL 7 ASSESSMENT SPECIFICATION

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Executive Summary

The study will be learnt about 2 different companies are Hong Kong-based company: Tree Holdings Limited (08395.HK) and other Singapore-based company: Design Capital Limited (01545.HK) from the same industry under furniture & household Goods. According to the Annual Report 2019, the selected companies are legally registered companies with over 20 staffs which have expanded their operation overseas in China and USA respectively (Tree & Design Capital, 2019). We will review various aspects: introduction of company background and business operation; evaluate how the international expansion has led to different HR management challenges and actions when the local HR Team upgrades into an international HRM.

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1 Introduction

This study reviewed of two comparison of Hong Kong-based company: Tree Holdings Limited ("Tree" Stock Code: 08395.HK) and other Singapore-based company: Design Capital Limited ("Design Capital" Stock Code: 01545.HK). These two companies are also engaging furniture and household goods, but the market size and value of the enterprise are slightly difference. Hereafter, we conduct literature review to enable us to identify the HRM challenges and impact on Training and Development while the companies expanded their operation overseas.

2 Company background

2.1 Tree Holdings Ltd

Tree Holdings Limited was incorporated in 2005 and listed Hong Kong GEM (08395.HK) in 2018. The group is principally engaged in the sale and distribution of furniture and home accessories, distribution and licensing of intellectual property rights, provision of design, consulting and furniture agency services, and the operation of a coffee shop. (Tree, 2019)

2.2 Design Capital Limited

Design Capital Limited was established in 1981 and headquartered in Singapore, its listed in Hong Kong (Stock Code: HK.1545) in 2019. The group is a long-established third-party e-commerce platform furniture seller in the United States of America ("US"), as well as a mid-to-high-end furniture retailer in Singapore and an integrated home design solution provider mainly operating in Singapore. (Design Capital, 2019)

Table 1: Comparison of Company Information

Company Name (Stock Number)	Tree Holdings Limited	Design Capital Limited
	(08395.HK)	(01545.HK)
Business Nature	Furniture and Household goods	
Market Value (HKD) (as of 31.12.2020 closing price)	792 million	250 million
PE Ratio (as of 31.12.2020 closing price)	151.52	6.76
Headquarter	Hong Kong	Singapore
Market Area	Hong Kong, China	Singapore, USA, Malaysia, Brunei
Employees	73	144

3. HR Challenges on Training and Development

According to Frederick Taylor (1911), the father of scientific management, put forward the idea of increasing labor productivity through vocational training for workers in the early 20th century. As an essential management activity for enterprises, training has gone through a century of history. Training and development activities increasingly leverage human resources within the enterprise. The formulated strategic functions have formed a knowledge-intensive industry outside the enterprise.

The biggest challenges are Diverse national / cultural backgrounds, Language and Transfer of learning as Asian-based companies expand their HRM to IHRM in China and USA.

4. Analysis and discussion

Tree and Design Capital also encourage employees to continue to learn and grow. They especially encourage employees to learn by reviewing their own performance and set goals for themselves. They set up internal training programs to employees from time to time. The training program includes decoration and interior design industry trends, product knowledge, sales skills, retail management, customer services and product display increase employees' sense of belonging to the Group, thereby improving operating efficiency. (Tree and Design Capital, 2019)

4.1 Diverse national / cultural backgrounds

National culture affects training in many ways. Before establishing a training program in a foreign subsidiary, professionals in the regulations must understand how this culture views the educational process. Tree and Design Capital are in Asian cultures (both companies based in Hong Kong and Singapore), education is considered a very authoritarian phenomenon. In this high power-distance culture atmosphere is formal and respectful. Compared with an Asian environment, Design Capital expands their business to USA (American educational technology) is not very formal and emphasizes interactivity and encourages employee participation. (Tyle, 1999)

Culture also affects employees' compliance with the hierarchy, such as respecting the highest member of the training team and expressing opinions during discussions.

According to Meyer's framework, the United States-Western country communicates literally and clearly; in contrast, Asian culture (China) implicitly conveys a message, leaving a lot of meaning between the lines. The feedback dimension of Tree may be the most sensitive aspect of working with other people and errors may occur in China.

In addition, Tree also set up "one-on-one" meetings for the sales team to enhance two-way communication, as well as employee growth and development. Managers embrace "one-on-one" meetings for employees every 8 to 12 weeks. During the meeting, employees are required to review their own performance in customer service and sales performance. Managers provide employees with feedback and suggestions to improve their skills. Together, they set goals, review the results, and explore ways to further improve performance in each "one-to-one" meeting. (Tree, 2019)

However, Design Capital provides feedback to American colleagues through low background and indirect negative feedback; but Asian (Singapore) colleagues with high background and indirect negative feedback. TREE always provide feedback to individuals in private rather than in front of the group in China, include positive feedback; in a culture that is less individualistic

than the US, getting feedback can be embarrassing (even if it is positive).

4.2 Language

There are many language-related issues in global training and development. It must be related to whether to provide training for the global workforce in a common language or to translate the training plan into a different language for the global workforce.

If training is provided in a single language, Design Capital is likely to be the language of the headquarters in Singapore and expand to USA also can also communicate with English. At least in Design Capital, teaching everyone to speak a common language (usually English) is also very popular. Such a program can not only help new employees adapt, but also help others to do their jobs better, increase employee loyalty and improve customer relationships.

Multinational companies have understood the importance of foreign language skills. As Tree transfer many employees to China during expansion, Chinese (especially Mandarin) has become more and more popular. (Briscoe, 2009)

Tree must make difficult decisions about whether to translate training materials into the local language (Cantonese) and whether to provide training in the language (Mandarin) in China. The training methods include direct delivery to a special training center, sensitivity training, etc.

(Mendenhall, Dunbar & Oddou, 1987).

Multinational companies may have to comply with local laws and provide training in the language of the country in which they operate. National pride also plays an important role. Tree employees may understand English training, so they may be proud to receive Chinese training in China. (Briscoe, 2009)

4.3 Transfer of learning

The transfer of learning issues is particularly important in cross-culture training (Tung, 1981) and development. It helps individuals adapt to new environments more quickly and perform overseas work more effectively (Black & Mendenhall, 1990; DeCieri, Dowling & Taylor, 1991). Multinational companies provide training are not only essential to understand them, but as companies enter more and more countries, this is just another reason to conduct their own training.

Cross-cultural differences play an important role in the design, development and implementation of training and development for multinational companies. Regarding the British senior development consultant of TMA, a global training consulting company, Richard Harlow explained that, under common circumstances, Asians do not complain during training

courses.

Sometimes companies face such disappointments because they simply transfer the procedures designed by the headquarters directly to another country without considering cultural norms. It is much deeper than translating training materials into another language. Trainers must also address cultural differences. In many cases, the progress of "global" training has been mediocre because it is not applicable to a culture at all. Although there is no overall roadmap for adapting training and development plans to local conditions and culture, professionals in the International Health Regulations must at least work hard to understand local laws, practices, and employer obligations in order to increase the likelihood of achieving the required learning opportunities and The development goals of multinational companies. (Briscoe, 2009)

5 Conclusion and recommendations

5.1 Conclusion

Multinational companies are now developing training programs on almost all conceivable topics through company-sponsored websites to take advantage of the development opportunities provided by IT. The e-learning problem still exists and should not be ignored. Although e-learning may be an effective and cost-effective means of providing training, there may still be implementation and cultural acceptance issues. Is the training standardized (only reflecting the management and regulations of the home country) or is it localized to reflect local management practices and laws? (Briscoe, 2009)

5.2 Recommendations

5.2.1 Standardized Training

Consistently obtaining the same learning outcomes from the identical learning materials is challenge for training and development (especially in a large company environment). We can't to rely on external trainers to educate employees, it is difficult to ensure that the teaching style and professional knowledge are generally consistent. In this case, this training challenge can be alleviated by formulating a clear and clear course outline.

Considering that most of your learning and development will be done online, you should consider creating standardized training modules. These can have the same time limit, have

clearly defined and clearly stated learning results, or be delivered in a visually identical way.

5.2.2 Global workforce and cultural differences

Considering the breadth and diversity of employees can be one of the major challenges facing training managers. How does training manager not only provide the required training on a global scale, but also how do you consider language and cultural issues? Learning styles vary around the world, and the content of successful training courses in one country may be the same in another country. The important of the essential competency of people with a global mid-set.

Consider your potential learning audience and develop resources that are not only multilingual but also multicultural. Also, consider the delivery method: training manager will find that some cultures benefit greatly from collaborative group training courses, while other cultures tend to take a separate approach.

5.2.3 Different generations in the same workplace

Different ages at work which is another training and development issue in the workplace. In fact, they have more homes for online learning and development.

Learning technologies that deploy things like micro-learning and augmented reality. However, training manager still need to consider older employees. Just as different cultures have different learning styles, so do different generations. Develop different delivery methods for content to solve this problem, another technique is to deploy trainees as learning assets. Millennials are great ambassadors of new training methods, able to convey what they have learned (and how) to the team with enthusiasm and clarity. They are great for communicating the learning goals, so consider them part of your educational toolkit.

5.2.4 Participate in training

Ensuring that employees fully participate in your learning platform and content is another issue facing training and development. This is mainly because the trainee cannot understand the goal or see the relevance of the training to him or her. Sometimes, the delivery method can be outdated and uninteresting.

There are two ways to solve this problem: The first method is to create a dynamic training package and use various methods to achieve its learning goals. Therefore, as mentioned above, use technologies such as micro-learning or use different audiovisual elements in your eLearning terms.

However, a more effective way to ensure participation is to make potential learners a stakeholder in their own learning. Use surveys and evaluations to create compelling custom content that makes your employees feel like they are involved in its development.

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