

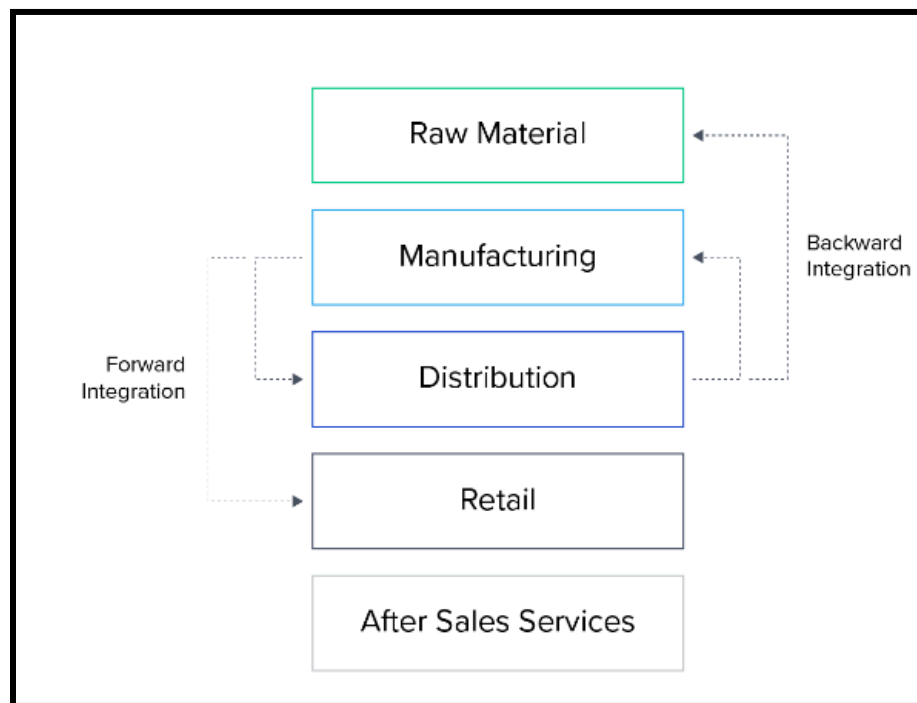
**7CO02 PEOPLE MANAGEMENT AND DEVELOPMENT  
STRATEGIES FOR PERFORMANCE**

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## Question 2

The term “**vertical integration**” refers to an organizational approach in which a firm owns and operates numerous points along the production and distribution channels. Vertically integrated businesses reduce or eliminate their reliance on intermediaries in the supply chain, including manufacturers and transport services (Choné *et al.* 2021). The term “**vertical integration of HRM**” refers to the process through which HR strategy and company-level strategy are combined. When it comes to human resource management (HRM), horizontal integration refers to the internal alignment of various HRM sub-functional units such as staffing, HRD, and remuneration management (Bisceglia *et al.*, 2022).



**Figure 1: Concept of vertical integration**

(Source: toptal.com, 2021)

Two of the main concepts that are entailed within **vertical integration** are **forward vertical integration** and **backward vertical integration** (Pouyet *et al.* 2021). The term “**backward integration**” refers to the practice of purchasing a portion of the supply chain that occurs prior to the manufacturing process of a company, whereas the term “**forward integration**” refers to the practice of purchasing a portion of the process that happens after the production process of a company (Cho *et al.* 2020).

The **Chalhoub Group** is a Dubai-based, privately held retailer and wholesaler of luxury items. The firm employs over **14,000 people** across **14 nations**. The company is identified as the major distributor in the Middle East (chalhoubgroup.com. 2020). The company is situated in **Riyadh** which is the capital of **Saudi Arabia**.

They demonstrate that good results and enhanced company performance may be obtained when HR practices are linked with business strategy. According to different researchers, the purpose and values of a firm have a significant role in determining specific employee behaviors (Giuranno *et al.*, 2023). They propose that a firm's competitive strategy is represented in the purpose and values of the organization, which may then be converted into a variety of behaviors by the company. As a result, this will bring about the desired employee behaviors that are aligned with the aims of the company and will exhibit **vertical integration**.

The adoption of this strategy by different organizations across the globe has helped them to be compatible with innovative **HRM practices**, and thus the strategy formulation and the achievement of the business goals have been accurate. The analysis and the adoption of the models have made the organizations productive with their strategy formulation, and as per Bulturbayevich (2021), the implementation of the **vertical integration strategy** has allowed different multinational organizations to be adaptable to innovative measures that assist effective decision-making.

Every organization across the globe shares a common goal, and that is to achieve business goals and be productive. This entails the adoption of different people management perspectives and the merging of different sectors of the organization. A corporation may generate a competitive advantage for itself by incorporating its activities into many stages of the production processes and the supply chain.

**An acquisition** may be regarded as one of the major aspects of vertical **integration**, and thus the method of integration of forward and backward integration makes an organization to be aligned with the company goals and objectives (Bansal *et al.* 2022). The acquisition of different suppliers is often termed **backward vertical integration** and has been adopted by different reputable organizations like **Apple**, **Samsung** and so on. The trend has been prevalent in the luxury goods sector also, and some examples may include **Gucci**, and **Louis Vuitton** have successfully integrated this policy (Pérez-Lara *et al.* 2020). It is the responsibility of the people professionals within an organization to be compatible with the current trends and integrate them within the

organization to fulfil the strategic objectives. Evaluation of the loopholes should be done at regular intervals, and this entails conducting meetings and adopting viewpoints from the management and the employees about several issues. These issues should be taken into consideration, and thus the formulation of the policies should be done by adopting the most suitable HRM policies that may entail forward or vertical integration and other concepts.

I have been employed in the **Chalhoub Group** as a people professional, and I will explain how our company has employed vertical integration. By employing vertical integration, our company has been successful in expanding geographically and is currently operating in 14 nations. I have closely observed the decision-making of the management and the owner to employ vertical integration, and the organization has acquired new suppliers and has also expanded by establishing different distribution centers. I suggested different locations for the distribution center, and expanding to these locations helped the company to succeed. The adoption and acquisition of new suppliers across the world have helped to make productivity better. These have also assisted us in rescuing the manufacturing cost. I was a member of the team who was responsible for employing vertical integration by adopting new suppliers. I searched for the best suppliers within the sector and suggested them to the upper management, and the selection was made from the list. These helped to make the operation of the **Chalhoub group** streamlined, and the overall revenue generation and productivity of the organization were improved. One of the main objectives of the organization was to improve productivity and profitability by almost **15 %**. Adoption and execution of vertical integration strategies with accuracy helped **the Chalhoub group** to achieve them, and therefore the profitability expansion was recorded as **13.5 %**. The aim of expanding to new geographical locations was also achieved. Therefore it may be inferred that the adoption of vertical integration helped our organization to meet all the business objectives, and my capable decision-making played a crucial role in achieving it. While formulating the integration strategy, I focused on the external conditions and the organizational strategy, and this helped to develop the strategies accurately, and it was perfectly aligned with the business objectives of **Chalhoub Group**.

So from the above discussion, it may be observed that the adoption of proper planning is necessary to make vertical integration successful, and the business objectives should be assessed thoroughly before employing the steps. Adopting these measures will help the integration to be

successful, as was the case for *the Chalhoub group*, and the main aim of expanding geographically and improving profitability was achieved.

## Question 6

This management comes from the belief that content employees are more inclined to do their best work. This is because teams that share a sense of joy and fellowship are more inclined to work together harmoniously and with an optimistic attitude, qualities that, in turn, boost output. In the past, companies seldom considered how employee satisfaction affected their bottom line. They finally learned, however, that a happy workforce directly correlates to a successful business. As per García-Buades *et al.* 2020, the "*happy-productive worker theory*" (*HPWT*) asserts that satisfied workers have a greater tendency to be productive. The researchers' objective was to conduct a systematic review in order to assess the current state of knowledge on "*happy-productive work units (HPWU)*" and to incorporate previous research on various collective well-being concepts and collective effectiveness. This is in light of the fact that teams and work units are important in organizations. As research on *HPWU* has emerged through a variety of theories of well-being and distinct operationalizations of performance, the resulting corpus of knowledge regarding *HPWU* is dispersed. As per the researchers the "*happy-productive worker thesis*", sometimes known as the *HPWT*, has a rich history in the fields of work and organizational psychology dating back to the human relations movement. This movement demonstrated the significance of organizations in terms of their ability to influence the behavior of people while they are at work, and it made a significant contribution to the widespread view that a contented worker is a more productive worker.

Academics have seen happiness as a state of well-being and have investigated it using a variety of conceptual frameworks that overlap with the overarching idea of happiness, such as "*psychological well-being*", "*subjective well-being*", and overall life satisfaction. "*Hedonic*" and "*eudaimonic*" are the two primary approaches that people use when attempting to understand pleasure or well-being. The hedonic analysis concentrates on joy and describes well-being in contexts of enjoyment attainment and anguish prevention, whereas the "*eudaimonic approach*" focuses on significance and self-realization and describes well-being in concepts of the extent to which an individual is fully functioning (Grant *et al.* 2020). According to Sonnentag, 2018, the term "*well-being*" relates to the hedonic experience of a person, which is defined as the state of feeling good, as well as the "*eudaimonic experience*", which is defined

as the state of feeling fulfilled and having a purpose. In the table below, the researchers discussed work happiness from both the hedonic and eudaimonic points of view.

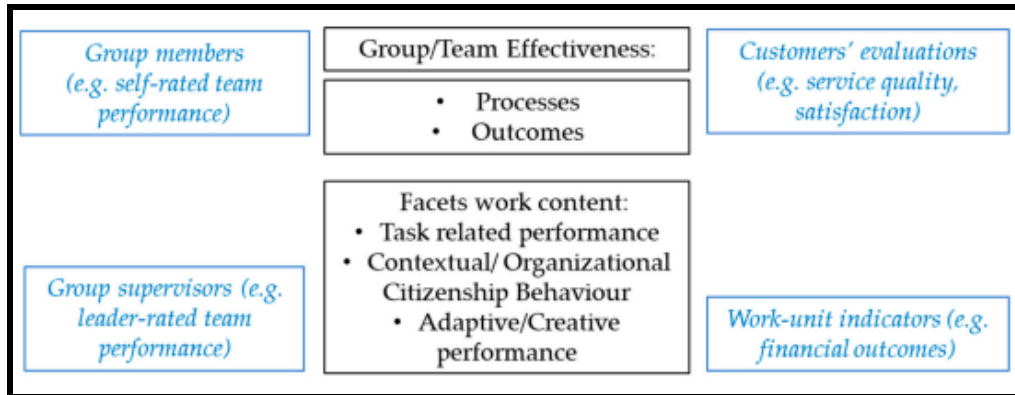
Happiness	Individual Happiness at Work	Collective Happiness at Work
Hedonic	Affect Emotions Mood Job satisfaction	Group affect Group mood Collective satisfaction Group task satisfaction
Eudaimonic	Work engagement Flow Meaning at work Flourishing Personal growth	Unit-level engagement

**Figure 2: Eudaimonic and Hedonic perspectives at the workplace**

(Source: García-Buades *et al.* 2020)

As per the researchers, it is crucial to differentiate between the two notions of “*team performance*” and “*team effectiveness*” when discussing group accomplishments (Spoon *et al.* 2021). What matters in evaluating a team's success is the results achieved, not the means through which those results were achieved. Instead of only focusing on whether or not the team did well, the focus of team effectiveness is on how well the team worked together to accomplish its goal. This is a crucial distinction since team performance measurements may be inadequate in certain circumstances if the success of the team is influenced by forces outside the team.

Feedback on a team’s performance may come from a variety of sources, including team members and managers, and may focus on various areas of the team's work content (Brown *et al.* 2019). Members of the team often provide self-reported evaluations of their own performance. Leaders of teams are also responsible for conducting regular performance reviews. Since managers are in a prime position to witness their teams in action, it is widely accepted that their assessments of the team's ability to work together and achieve their goals are reliable. Managers often report to the whole department at once.



**Figure 3: Effectiveness of work unit**

(Source: García-Buades *et al.* 2020)

According to one research, happy workers are up to 20% more productive than their unhappy counterparts, and the findings were reported in Forbes. Hence it can be considered that health and wellness programs have a positive effect on employee morale.

I feel that having a productive team is rather a byproduct of the path toward a happy team than the goal itself. However, a happy team is the result of deliberate efforts to cultivate a positive work atmosphere. I believe that having a solid foundation laid up with the entire team in mind is essential for a productive workplace. Keeping in mind that our goal is to foster a synergistic culture and a team that is totally engaged and productive.

**Chalhoub Group** places a focus on fostering an environment where all employees feel valued and appreciated. The HR department implemented employee-engagement initiatives on a regular basis to foster such a climate in the workplace. As a people professional in **the Chalhoub Group**, I tend to encourage employee engagement through routinely recognizing and rewarding good work, maintaining open lines of communication and providing constructive criticism, and providing chances for professional growth. In an attempt to regularly acknowledge and celebrate the contributions of its staff, our company instituted the **“Star of the Year”** program. Various policies have been created to give workers a voice in how they feel about various elements of working for the organization. The company offered its employees a variety of online learning opportunities through their site, giving them control over when, where, and how they learnt. The company's in-house social network facilitates communication amongst workers across borders for the purposes of knowledge sharing, team building, and fun. In the entire journey of my working in this organization as a people professional, I have experienced how the



implementation of various initiatives in favor of teams has enhanced their operational efficacy. Thus the enhancement of the working teams' efficacy has helped our company to become one of the most flourishing and successful luxury goods organizations in the world. As a people professional, I am looking forward to encouraging more such initiatives which can make our teams happy and they can enhance the company's overall productivity in the upcoming future.

### **Question 11**

A search on the internet for “digital learning” or “e-learning” will generate a plethora of opinions, figures, projections, and experiences, the vast majority of which claim that digital learning offers significant advantages to organizations from the standpoint of ***"return on investment (ROI)"***. The figures that IBM has been citing will be successful in cementing the above-mentioned facts. Campbell (2020) provides a more modest example by stating that United Airlines cut the amount of time it took to teach its employees about e-ticketing from 40 hours to 18 hours by switching from traditional classroom events to a format that relies on digital learning. In addition to this, the lowest scores obtained by participants in the digital version of the test were higher than the highest scores obtained by participants in the classroom sessions.

The COVID-19 pandemic has made the trend more popular in recent times, and thus the adoption of digital learning within the organization has made the employees and their employers effective. According to a poll taken by *Northeastern University*, **64 per cent** of HR managers think that upgrading education and credentials would be essential for the vast majority of workers in the future (Sousa *et al.* 2019). **Sixty-one per cent** think that digital learning is a high-quality option that can be as successful as classroom instruction and assist an organization in different aspects.

The discussion will be focused on the application of innovative strategies in the workplace and the steps that I have taken by me to make the digital learning process effective within the ***Chalhoub Group***.

#### ***Providing priority to technology***

It is crucial that the technology chosen by HR for digital learning is both innovative and user-friendly for both employees and HR managers. Thus to decrease the time spent on administrative tasks, it will be important to find and implement an effective and simple-to-use technological platform (Scheel *et al.*, 2022). This will help to boost learner engagement and

provide the reporting tools that are necessary to track performance and show how the efforts have had an impact.

### ***Alignment with other development methods***

One of the greatest benefits of digital learning is that it can work in conjunction with other approaches to education and growth. It will be important to encourage employees to explore ways to supplement their formal education through experiences like “job crafting”, “cross-functional cooperation”, and “mentorship or sponsorship programs”. In addition to enhancing adult learners' employment prospects, this has the ability to help them enhance their professional skills in ways that go beyond what they have learned in traditional education settings.

### ***Inclusion of workforce education program***

Although having access to online training is a great first step, it probably won't be enough to completely alter the workforce or provide a company's employees with the most in-demand skills they will need in the future. If employee training and education aren't already a part of the company's L&D strategy, they may want to consider putting together a set of initiatives meant to supplement the digital learning and development initiatives already underway (Gonzaga *et al.* 2020).

It is common knowledge at this point that learning that is standardized to accommodate all individuals is ineffective for today's workforce. Employees are able to gain degrees, diplomas, and certificates through the use of a strategic workforce education program, which helps employees accomplish the varied career aspirations they have while also meeting the specific talent requirements of the company.

### ***Integration of soft skills***

When companies start out to build a digital learning plan, they frequently neglect to include training for soft skills, despite the fact that these talents are essential to the growth of leaders. Placing a strong focus on soft skills such as communication talents, empathy, emotional intelligence, and cultural valuing if developing an internal leadership pipeline should be one of the goals of the learning and development activities.

The naive mentioned strategies are discussed, and these may be used by different organizations to make digital learning programs successful. I will describe my personal experience on how as a people professional of the ***Chalhoub Group*** have employed digital learning programs.

I have always put an emphasis on the management of the performance of the employees, and thus I identify the main issues that are being faced by the employees or the common learning and development opportunities for the employees to fulfil the aims and objectives of the organization. In recent times I have observed that employee participation in digital learning programs has been more than in traditional offline programs, and the percentage difference is huge. Therefore I conducted a survey of digital and traditional learning programs. I observed that 70 % of the employees had chosen digital learning programs, and the reason has been attributed to the time-saving and integration of innovative tools that make the learning experience better. Therefore, among the ten L&D programs that are arranged by me annually, the number of digital training programs is eight. I have also made collaborations of our company with different online portals and they provided opportunities for the employees to learn skills at their will at any point in time. Certificates are awarded after successful completion. These initiatives have helped to make the employees satisfied, and their willingness to develop new skills has improved. The productivity and dedication of the employees have also been enhanced, which in turn has been beneficial for the organization in terms of profitability and work culture. Employee satisfaction has been recorded in a survey, and **95 %** of the employees reported that they are satisfied with the digital learning programs and the opportunities that are being provided to them, and they believe that their professional growth is being uplifted and they are getting accustomed with current industry trends, and they are able to employ them within the company operation. Conduction of ***soft skill training programs*** was also arranged for me, and this helped to mitigate the communication issue that was prevalent among different employees. So it may be observed that the adoption of digital learning within the organization has benefited the employees and the organization. Employee motivation has improved, the efficiency within the operation has improved, and therefore the productivity and the profitability of the organization have been enhanced by a considerable percentage.

## Question 14

Understanding one's work and recognizing that one's moral convictions are integral to one's professional life are two ways to forge a unique identity in the field of human resources. Many people working in human resources consider themselves “*ethical stewards*” who have a duty to speak out against unethical business practices, although this ideal is not always put into practice (Shanafelt *et al.* 2021).

Keeping a professional demeanor on the job is the surest way to make a good impression, profitably foster relationships with coworkers, and build a name for oneself that will last. Some of the fundamental elements of professionalism include punctuality, clear and enthusiastic communication, enthusiasm, the timely execution of tasks, and appropriate attire. One's demeanor, actions, and outlook in a business or professional setting are all indicators of their level of professionalism. The attributes and traits indicative of a professional may be shown by anybody, regardless of their chosen line of employment. Success in the workplace, a stellar reputation in one's field, and an outstanding commitment to and record of achievement in one's job may all be attributed to a commitment to professionalism.

Practicing professionalism in the workplace is making sure that everyone feels comfortable and secure in the workplace. Building a community where everyone feels like they fit in is the goal. This means making an effort to get to know our coworkers and establishing open lines of communication as essential to fostering a positive work environment based on mutual respect.

Research has shown that when workers are enthusiastic about their work, they are 50% more efficient, **90%** more creative, and **150%** more involved. Retention rates are 54% higher in companies with inclusive leadership.

Having integrity on the job is just as important as having a strong work ethic when it comes to being a professional. True professionals do not waste their time with workplace politics and always do what's right for the company.

According to Hølge-Hazelton *et al.* 2021, the application and the impact of the person-centered approach have been huge in maintaining a positive work culture in the organization had this trend been observed in different MNCs and healthcare sectors. As per the research of the authors, the adoption of this approach plays a crucial role in developing a sense of professionalism among the workers, and thus the productivity within the organization is improved. As per the research

conducted by the authors, they have identified certain steps that should be integrated into the workplace to develop a sense of professionalism.

### ***Treating everyone professionally***

Treating all coworkers with respect and integrity is one of the core responsibilities that every employee should have, and this professional attitude helps to make the overall work culture positive and professional (McCandless *et al.*, 2020). So the director of people should take the responsibility of supervising the workplace behavior of the employees, and the employees with unprofessional attitudes should be warned.

### ***Admitting Mistakes***

Admitting mistakes is one of the common aspects that should be adopted by employees, and this plays a key role in making them professional. So this should be understood by all employees, and admitting mistakes is one of the professional attitudes that should be adopted by all employees from all levels.

### ***Encouraging Teamwork***

As per the findings of the research, this is the most important aspect that should be supervised by the people professionals, and therefore the productivity within the organization will be improved. This will be the core responsibility of the people professional to encourage teamwork within an organization, and thus the employees will be adaptable and professional.

### ***Conducting self-assessment***

This is regarded as one of the major parameters that are adopted by different employees in contemporary organizations and are regarded as the most important tool that may be adopted by employees to evaluate their professional progress. The setting of professional benchmarks should be made, and this will help the employees to evaluate their issues and good points, and they will be able to adopt suitable and necessary steps to incorporate professional integrity in the workplace.

### ***Putting best efforts***

Providing the best efforts within a team and the organization is an important aspect that should be followed by all the employees in a workplace. This will be one of the aspects that should be supervised by the director, and the employees with the best efforts should be motivated and

encouraged to continue their good work. This will help them to be professional, and the productivity within the organization will be improved.

### ***Keeping Commitments***

The adoption and providing all the commitments will be necessary to be professionally committed, and therefore it will be necessary for the employees to be committed towards their core responsibilities. So all the employees should be committed towards their responsibilities, and thus the sense of professionalism and reputation within the workplace will be improved (Hendri, 2019). This will also help to create professional integrity in the workplace.

As the people professional of the ***Chalhoub Group***, I always took care of the professional attitudes of the employees in the workplace and thus, the adoption of these measures within the workplace has helped to gain the faith of the employees. I always adopt strong measures to eradicate any unprofessional attitude in the workplace. For example, once I noticed that one of the managers was behaving rudely with the laborers, and after investigation, I assessed that the manager was behaving badly without any reason. I called the manager and warned the manager against unethical behavior. The situation was changed and the manager behaved rudely against the workers further. I always believe in evidence-based practices, and this helps me to adopt any decision with honesty and integrity. Thus my professional behavior within the workplace is sustained.

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