

MBA

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Managing Human Capital

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Executive Summary

XYZ Lanka Plc is one of the chief nutritional company's in Sri Lanka. Since 1906 the company has developed tremendously within various parts of Sri Lanka and today it has a very sturdy foundation. The company has an emerging market where it consists of 1,200 employees. The company should take steps to overcome bias interviewers and ensure a fair selection procedure. In addition, the company should also ensure that employees are acting according to the company policies and not according to the expectations of their managers. Maslow's Hierarchy of Needs Theory, Herzberg's two factor Theory and Theory X and Theory Y are the classical motivational theory. These theories have certain advantages and limitations. A mix of the above mentioned classical motivational theories would be appropriate for the company. XYZ has certain challenges in managing change in the context of the restructuring approach to managing its human capital. Lewin's 3 Step Model would be helpful for the company to face these challenges.

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List of Abbreviations

HR	- Human resources
HRD	-Human Resource Development
HRM	- Human resources Management

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01. Introduction

The purpose of this report is to assess the Human Resource Management in XYZ Lanka Plc. Human resource management considers the organizational dimension of “people” (DeCenzo and Robbins, 1996). Less supportive HR practices would result in lower corporate performance (Michie and Sheehan Quinn, 2001). Good HR practices would result in competitive success when they are brought in as an inclusive pack up (Khan, 2011 and Kehilliar and Riley, 2002).

In this report the historical development of XYZ Lanka Plc has been portrayed. In addition, the current market context of the company and details of the human resource and HRM models of the organization are also included.

HR practices of XYZ Lanka Plc have been assessed in terms of recruitment and selection and human resource development.

Moreover the classical theories of motivation are evaluated in this report with a discussion on the challenges of managing change in the context of restructuring the company’s approach to managing its human capital.

2.0 The Organization

2.1 Historical Development of the Company together with its HR practices

In 1867, Henri XYZ the founder of the XYZ Company developed the world's first infants' milk food. He developed this product in order to save the life of a premature neighbouring infant who lost milk of his mother. As a result after a short period: in 1872 a global company was created through the recognition of people in all around the world.

XYZ was established in Sri Lanka in 1906 and it is more than a century ago. The company started its operations as a condensed milk and infant food products trading organisation. The key historical development of XYZ Lanka Plc can be illustrated as follows:

Year	Event
1950	Nassau Bahama Islands which is a subsidiary of XYZ Products Ltd was registered as XYZ Products (Ceylon) Ltd. This action helped to further extend interest in Sri Lanka.
1964	Incorporated Ceylon Nutritional Foods Pvt Ltd and it was the descendant to XYZ Products Ceylon Ltd.
1980	XYZ started dairy development programme. That programme assists the development of dairy industry in Sri Lanka.
1981	XYZ Lanka Ltd was incorporated.
1983	The company became a public quoted company and attracted 5,000 local investors as shareholders.
1984	XYZ Lanka Plc started its commercial production and started XYZ factory in Kurunegala providing more employment opportunities.
1993	Built the Niro Tower in order to produce Maggi Coconut Milk. This product is produced by XYZ global only in Kurunegala factory.
1998	Established an ultra-Heated Treatment plant in the Polonnaruwa factory.
2012	Established an ultra-Heated Treatment plant in the Kurunegala factory.

Table 1 - The key historical development of XYZ Lanka Plc (XYZ Lanka PLC, 2014)

2.2 Company's Current Market Context

Today, XYZ Lanka Plc has a very strong foundation in provisions of local culture. When considering the current market context of XYZ Lanka plc, the company can be placed among the leading food and beverage companies in Sri Lanka. The market of the company is emerging and in comparison to other South Asian markets, Sri Lankan market is having a very high per capita consumption of XYZ products.

On the other hand, the company is still small regarding the universal background in terms of the size of the company and financial strength. It has the nation's finest appreciated brands in its local product portfolio. At the same time, together with brands such as: Maggi, Milkmaid, Milo, Nespray and Nestomalt, the Kurunegala factory which is the state of the art for XYZ Lanka organisation, it produces over 90 percent of the company's products which are sold in Sri Lanka. (XYZ Lanka PLC, 2014)

XYZ Lanka Plc is attempting to accelerate its growth and contribute to the XYZ global vision which is, to become the known leader in Health, Wellness and Nutrition which can be expressed using four words – “Good Food, Good Life” and is considered as the corporate goal of XYZ Lanka Plc. The company is attempting to give its consumers the confidence that the company offers most excellent flavour and happiness as well as most excellent dietary experience in healthy diet through all its brands of food and beverage, in spite of time of eating or type.

While producing products that are suitable for the local customers, the company is exporting a lot of products. Maggi coconut milk powder and Nestomalt are produced only within Sri Lanka. So the company is exporting them to several international markets. (XYZ Lanka PLC, 2014)

2.3 Profile of the Company's Human Capital

When considering the human capital of XYZ Lanka Plc, the company has offered direct employment opportunities to almost 1,200 employees. At the same time it has made a constructive impact on source of revenue for more than 23,000 suppliers, distributors, farmers and their family members.

The company has focused mainly on keeping employees engaged, healthy and safe as it considers human capital as their greatest asset. XYZ is committed to ensure that there is a basic safety and health protection system in place for all employees. The company focuses on enhancing the gender balance in its workforce. In 2013, 31% of XYZ managers were women whereas that percentage has increased to 34% in 2014. (XYZ Lanka PLC, 2014)

XYZ considers diverse workforce as a real asset and the company thinks the workforce diversity should be encouraged and strengthened.

2.4 Current HR practices and the Current HR Model(s) of the Company

The Source Approach to HRM model considers employee resourcefulness as important because, it enhances the employee commitment, loyalty and performance with the help of communication, leadership and motivation. While the soft model assumes management of different estimated schemes that may be in use, the hard model can be done only with enhanced employee satisfaction. (Armstrong, 2006)

3.0 Recruitment & Selection Practices of the Company

The secret behind the long term success of XYZ Company is its ability in attracting, retaining and developing its employees. These factors have been able to ensure partial and sustainable growth of the company and therefore considered as the key responsibility of all managers in the company.

Hiring employees who can build a long lasting affiliation with the company through their individual approaches and professional talents is the policy of XYZ. In order to ensure that policy is obtained, the company gives greater consideration to make certain that values of the applicants are in line with the culture of XYZ. The company always seeks to employ a person with necessary knowledge, skills, experience and obedience to the principles of XYZ. Age, disability, gender, nationality, origin, race, religion or sexual orientation of the applicants will not be taken into consideration. (Ronald, Sims, 2007)

3.1 Critical Analysis of the Recruitment and Selection Practices

The company publishes the job opportunities of XYZ online through its global eRecruiting solution and if any person did not find any suitable role, then search for jobs page can be used to explore more opportunities. Once a person has found a suitable opportunity then he or she can apply for that position.

After receiving the application the recruitment team of XYZ investigate the curriculum vitae and background of the applicant in order to assess whether the applicant is suitable for the position. If the applicant is suitable, the recruitment team contact the relevant party.

At the next stage of the selection process, the applicant has to face a sequence of individual interviews. These interviews are conducted by the human resource group and they can be either online, phone or face to face interviews. If the applicant did extremely well at the interviews then the fitting line manager will interview him. He will assess the motivations and accomplishments of the applicant as well as whether the applicant is suitable for the organizational culture. (Armstrong, 2006)

The XYZ addresses the experiences of the applicant and his/her professional life through a set of interview techniques which are competency based.

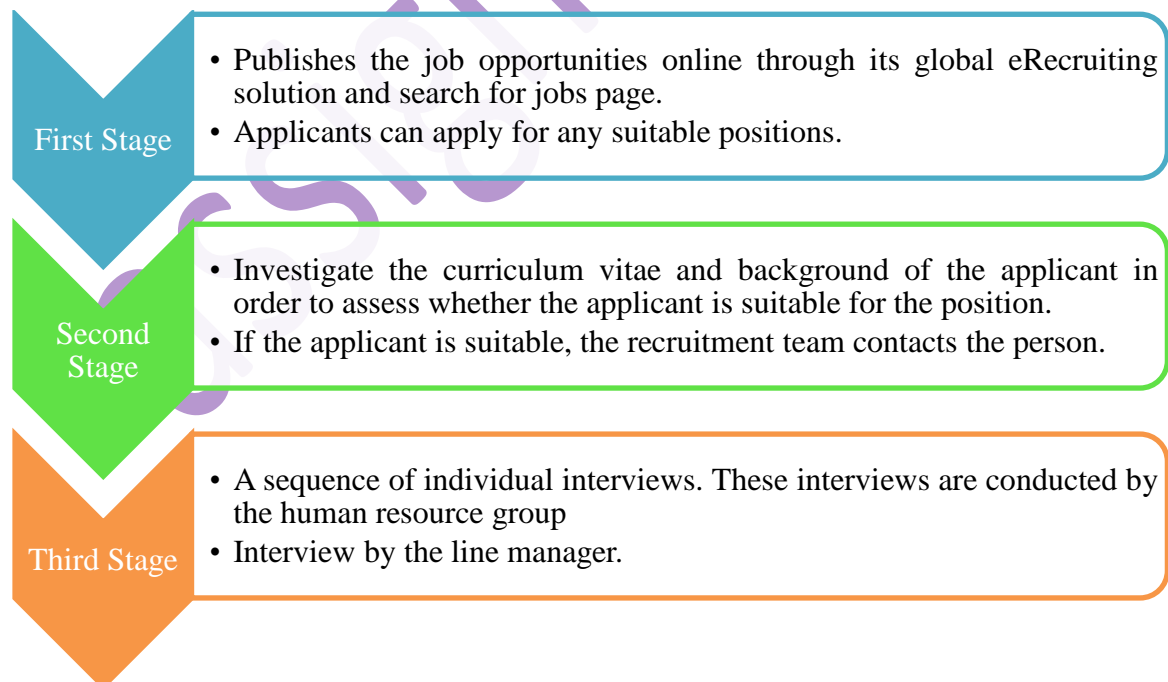


Figure 1 - Recruitment and Selection Process.

Types of Interviews

XYZ company uses both structured interviews and unstructured interviews in its recruitment and selection process based on the type and requirements of the job. If a particular job is considered a simple job, the company uses structured interviews and if it is complex and the most important job for example when the job is an executive position, the company uses unstructured or semi structured interviews.

Evaluation of Recruitment and Selection

When studying the recruitment and selection procedure of the XYZ Company, the following strengths and weaknesses can be identified.

Strengths	Weaknesses
<ul style="list-style-type: none">• The company uses interview panels and mass interviews. These would result in saving the time of interviewers as well as they give the chance to the interviewer to compare the applicants and finally to select the most appropriate person for right job.• In the interview, the XYZ Company gets to use of all types of questions (situational, behavioural, job related, stress, competency and motivational questions) based on the requirements of the job. Through that most of unrevealed information of the applicants can be revealed.• STAR approach is used by XYZ in competency based questions to assess the competencies of applicants.<ul style="list-style-type: none">-S Situation-T Task-A Action	<ul style="list-style-type: none">• Sometimes personal characteristics or personal relationships with the applicants are considered by the interviewers when selecting the applicants. Therefore personal biasness disturbs the fair selection procedure.• On the other hand, sometimes interviewers take strong references as the basis for selecting the applicants instead of considering the eligibility for the job.

<p>-R Result</p> <ul style="list-style-type: none"> • There are experienced interviewers in XYZ who are capable in selecting right persons. • XYZ Company conducts all types of interviews such as selection interviews, appraisal interviews, exit interviews, etc. 	
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Table 2 - Strengths and Weaknesses

3.2 Recommendations to Enhance the Recruitment and Selection Practices

It is better to take steps to overcome biasness of the interviewers in order to ensure a fair selection procedure. For that the company can give appropriate training for interviewers. It would be more appropriate if the company arrange the interviews at a place where there is no external contact. So that the applicant's attention can be better achieved. If the company uses standard type of questions it can be compared answers with benchmark answers for better selection. (Armstrong, 2006)

4.0 Human Resource Development at XYZ Lanka Plc

4.1.1 Training

XYZ Company comprises with the employees from various races, religions and family backgrounds. The company focuses on development of those employees island wide. Therefore guiding various types of employees towards a common goal has been an important task in the pathway of success of the company. In order to do that XYZ gives priority for learning and development of its employees. The company believes that continuous development would results in creativity and innovation.

XYZ is a better place to learn more, accomplish more and perform more. Learning is a vital element of culture within XYZ. Developing the employees in each country is the most important part of culture and business strategy of XYZ. Human Resource policy of the company is driven by the force of employee development. Therefore willingness to learn is a necessary condition in XYZ. (Scott, Bohlander, 2012)

4.1.2 Development

At the first stage the company gets to assist a group of professional experts of development for generating strategies for skill development. After that it adapts the strategies for every functional area with the support of human resource business directors and business partners. At the next stage accesses the enormous learning and development intranet of XYZ online.

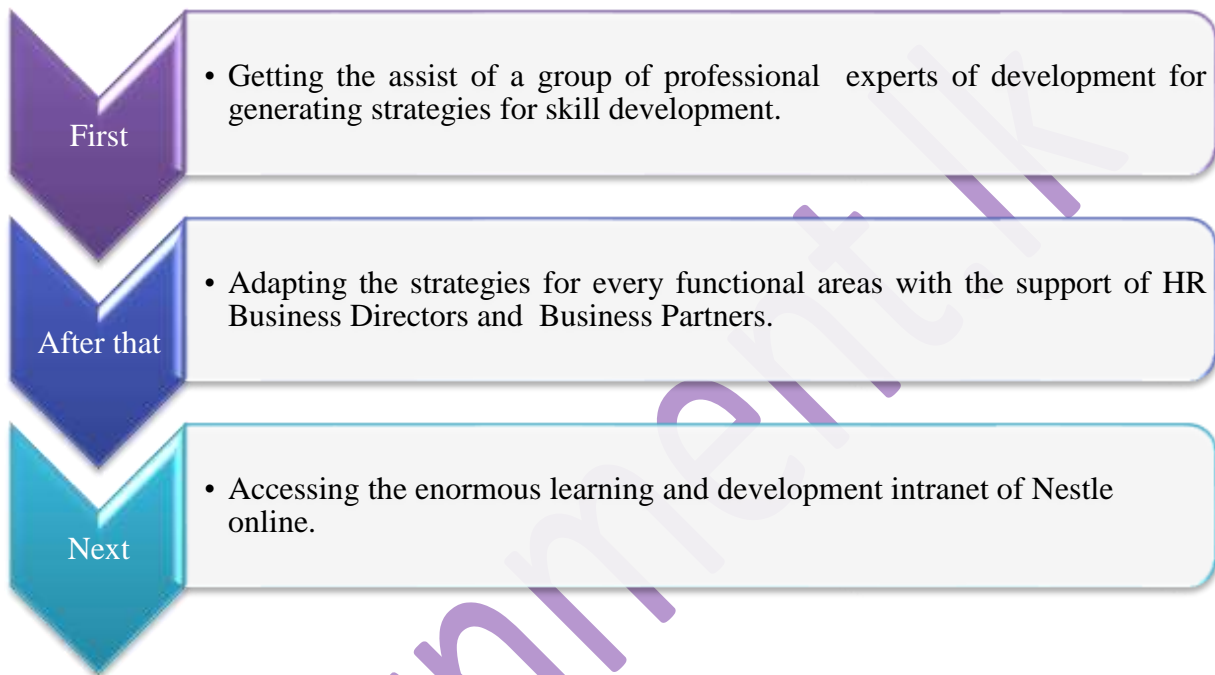


Figure 2 - Human Resource Development process

4.1.3 Learning

The company systematically gives confidence to every level of employees to focus on developing their knowledge and skills. The employees, line managers and the human resources have the responsibility to put into practice the training and development priorities which are determined by the company. (Armstrong, 2006)

The importance of continuous development and knowledge and idea sharing with the others has been understood by the employees of the company. The company has encouraged cross functional groups, increasing responsibilities and improvement of creative professional to make employees gain more skills, enhance responsibility and improve job satisfaction. Furthermore, in order to assist the training and development of the employees XYZ has introduced a wide range of training activities and tactics.

4.1.4 Career Progression

Main behaviours that assist the development of the employees are recognized by the leadership framework. It helps to identify learning requirements of the employees. It consists of six success drivers: Compete and connect externally, Lead to win, manage for results, grow talent and team, collaborate internally and Make a difference. Those drivers deal with the company operations in present and future and they are applicable to each employee in the organization. (Ronald, Sims, 2007)

The framework identifies the employees' required competencies according to their position levels. The position levels are: All employees, Leaders and senior leaders. Also the Framework expresses the required competencies of employees at two levels: Developed – expected level of behaviour and Needs development – behaviour that is less than expected.

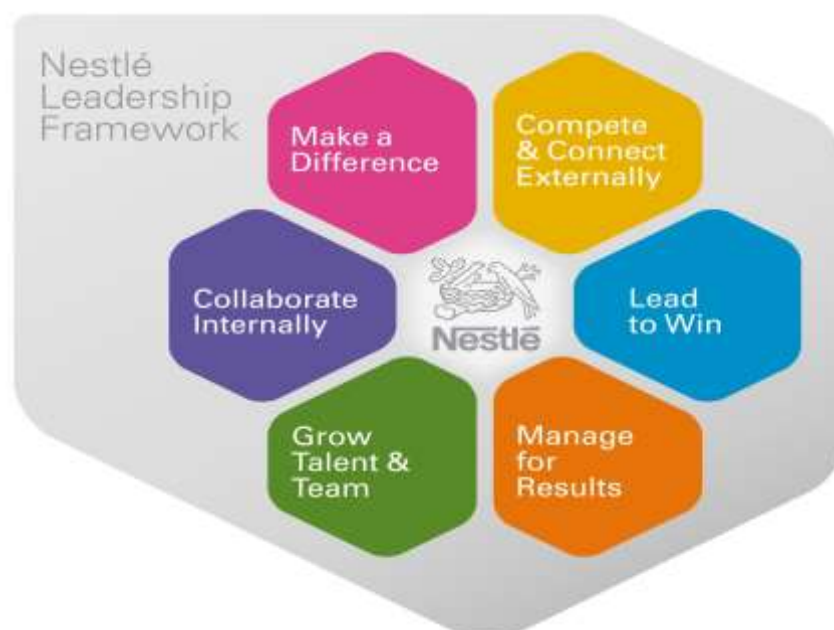


Figure 3 - XYZ Leadership Framework

Evaluation of Human Resource Development

When studying the human resource development in the XYZ Company, the following strengths and weaknesses can be identified.

Strengths	Weaknesses
<ul style="list-style-type: none">• Skill development strategies of XYZ allow constant individual and professional development across the company.• Employees get the opportunity to join world-class training academies based on their functional areas to develop their precise multi-functional skills.• The enormous learning and development intranet of XYZ is easy to use and it allows employees to manage their learning. They can select new skills suitable for their work and career goals.	<ul style="list-style-type: none">• Giving directions and instructing the employees for the achievement are done by the company managers. Therefore the development of the employees highly depends on the managers' attitudes and perceptions.• The employees try to meet the managers' expectations rather than the organizational expectations.• Actual feedback and personal objectives of the employees are not concerned in developing them.

Table 3 - Strengths and Weaknesses

4.2 Recommendations to Enhance the HRD of the Company

The XYZ Company should ensure that employees act according to the goals of the company and not according to the expectations of the managers. In addition, the company should pay attention in shaping the perception and attitudes of the managers in a way that ensure that employee development is done according to the company objectives.

In addition to that while developing the employees, the actual feedback of the employees should be considered. Otherwise employees may do the actions not for their own need but for the need of the manager or the organization. (Scott, Bohlander, 2012)

5.0 Staff Motivation

5.1 Critical Evaluation of Classical Motivation Theories

There are three classical theories of motivation. These theories were developed around the 1950's. The classical theories of motivation are:

- Maslow's Hierarchy of Needs Theory
- Herzberg's Two factor Theory
- Theory X and Theory Y

Maslow's Hierarchy of Needs Theory shows needs of people in a pyramid hierarchy. People satisfy them from bottom to top. The bottom of the pyramid shows physiological needs, next safety needs, then social needs, after that esteem needs and at the top self-actualization. According to this theory people give priority for lower level needs. Once they are fulfilled they look for fulfilling the upper level needs. Therefore in order to motivate the employees leaders should fulfil their needs. One important thing is that once a need is fulfilled then that need no longer acts as a motivational factor as it has been achieved. (Armstrong, 2006)

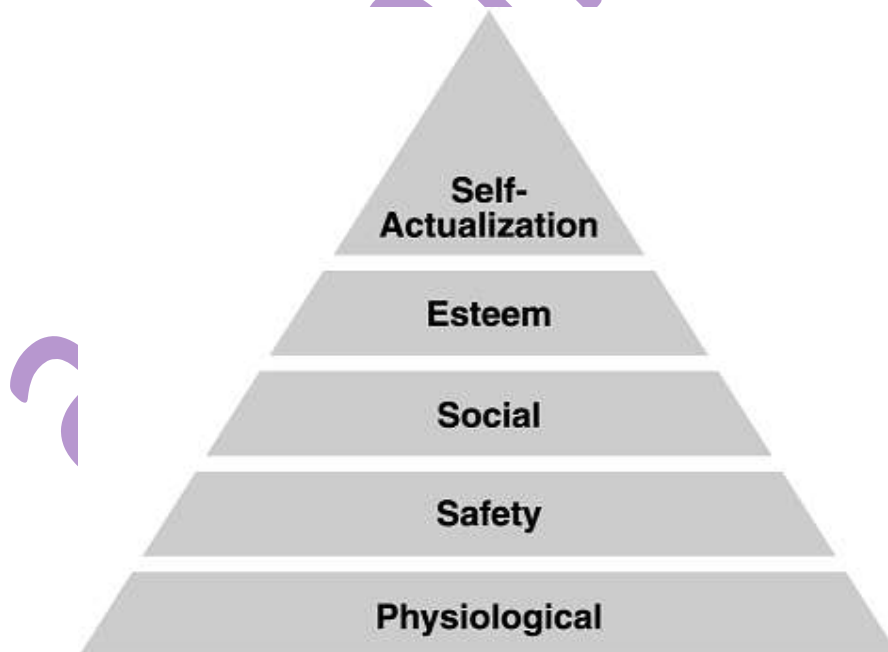


Figure 4 - Maslow's Hierarchy

Herzberg's two factor theory describes two types of factors that affect the employee motivation. They are: hygiene factors and motivators. Hygiene factors are the factors of

which the absence makes people motivated and the presence does not have any impact on employees. Motivators are the factors of which the presence makes people motivated and the absence does not make any dissatisfaction. These factors help to structure the organization in a way that motivates the employees. But on the other hand it is not simple to identify factors which are hygiene and which are motivators. Because employees tend to attribute satisfaction to themselves and dissatisfaction to the organizational condition.

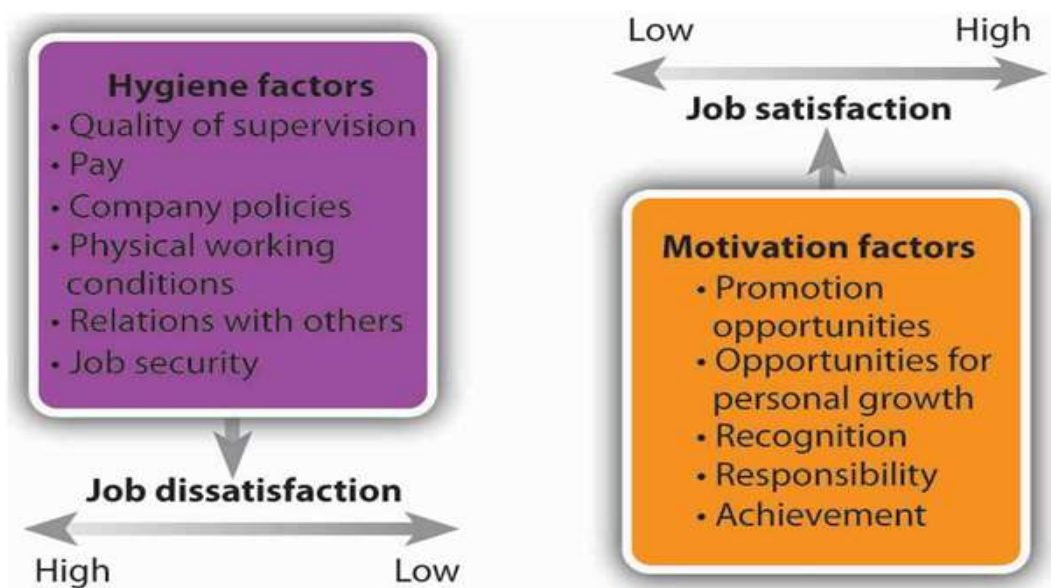


Figure 5 - Herzberg's Two Factor Theory

Theory X and theory Y refer to two different aspects of people at work: negative (theory X) and positive (theory Y). Theory X assumes that people do not like to work and they try to avoid working. Therefore they should be pulled to work using different tactics. Employees highly expect job security, they are resistant to change and they don't like responsibilities. Theory Y assumes that people like to work and they naturally put their physical and mental attempts for working. Therefore they are self-motivating and self-controlling towards organizational objectives. Employees are having loyalty, commitment and like to take possible responsibilities and they have skills and abilities. (Armstrong, 2006)

Evaluation of Classical Theories of Motivation

According to Maslow's theory, once the needs are fulfilled employees look for fulfilling the upper level needs. Therefore in order to motivate employees leaders should fulfil their needs. One important thing is that once a need is fulfilled then that need no longer act as a motivational factor as it is achieved. This theory is less practical as different employees have different types of needs. Among that needs the main unsatisfied need is the motivation factor of each employee. (Ronald, Sims, 2007) This theory is not applicable to starving employee as although his basic needs are not met, he is struggling for appraisal and achievement.

When considering Herzberg's two factor theory, the two factors: hygiene and motivation factors help to structure the organization in a way that motivates the employees. But situational factors are not included in the theory. Theory X and theory Y are easy to understand. These theories assist a manager to assess how different employees react for the work. On the other hand the theories are simpler in order to be applied in organizational settings. Also there are no any evidence in supporting the authors argument the majority of employees have work attitude extremes. (Scott, Bohlander, 2012)

5.2 Proposed Hybrid Motivation Theory / Model

XYZ is currently having the following motivational strategies.

- Adoption Assistance
- Discounts for Employees
- Voluntary Benefits
- Scholarship Programme
- Long Term Care
- Employee Assistance Programme
- Pick and Drop Facilities
- Good Working environment
- Games

The hybrid theory suggesting for XYZ is a mix of above described classical motivation theories. Using theory X and theory Y the company can identify different attitudes of different employees towards work. Based on that the company can assess what are the factors

that want to be used in order to motivate the employees who are having negative attitudes towards work. In order to that the company can apply Herzberg's two factor theory.

Further Maslow's hierarchy of needs theory also can be applied in motivating the negative employees. The company can assess whether those employees have any unsatisfied needs and then it can take steps in order to motivate the negative employees. Also the above strategies can be applied based on the needs of the employees. (Ronald, Sims, 2007)

06. Change Management within the Company

6.1 Proposed change to a HR practice or HR policy of the company

At the current situation human resource managers have to face many challenges such as globalization, political and legal environmental changes, diverse workforce, information technology changes, etc. These challenges would result in giving more pressure to the human resource managers in relating to recruiting, maintaining and developing employees with necessary knowledge and skills. Human resource managers have to take these challenges into consideration when they are going to restructure the company's approach to managing its human capital. (Srivastva, 6, July 2012).

6.2 Change Management Process

The main challenges faced by XYZ in managing change in the context of the restructuring company's approach to managing its human capital can be illustrated as follows:

Challenge	Description
Dealing with human consequences of change	If the restructuring is in the form of shutting down the enterprise, employees will lose their jobs and the company has to arrange opportunities to transfer for employees, help them in finding new jobs, make unemployment payments and giving early retirement packages. Sometimes in order to avoid employees losing the jobs the company sell the factories as going concern. That process is time consuming and more complex.

Management's reluctance to change

If the restructuring is in the form of Removal of layers of managers and through that flatten the hierarchical model of the organization, some managers demonstrate some reluctance to change the existing circumstances and share their talents. It consumes more time to implement restructuring programmes.

Growing internationalization

The company is operating in a large number of countries of the world. This growing internationalization of the company is a challenge for managing change as the company has to deal with unfamiliar attitudes, work ethics, management styles, languages, laws, etc. in shifting employees to other place or in merging with other enterprise.

Diverse workforce

Age, ethnicity, physical abilities / qualities, race, sexual orientation, gender, education, family status, geographic location, income, military experience relationship status, religious beliefs and work background are the dimensions of workplace diversity (Thomas, 1992). As a large company XYZ has employees with different dimensions of diversity..

Technological advancement

At present there is a rapid change in technology and the technology is updating more frequently. When restructuring the company has to adopt the new technology. Therefore the employees should be given necessary knowledge and skills to work with the new technology. Also new technology can reduce the number of jobs.

Changes in political and legal environment

This includes the transformation of political parties and imposes of new rules and regulations or

modification of existing rules and regulations. These changes will have different implications on the organization, its employees as well as the restructuring process.

Changes in the economic environment	This includes the changes in the economic variables such as: rise of the customer awareness, scarcity of factors of production, rising concept of consumerism culture, increasing demand for quality products, increasing cost of employee benefits and welfare and continuous rise in the level of prices and in effect the decrease in the purchasing power of currencies.
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Uprising in information technology	Human resource information system is affected by the advancements in information technology. The system provides information about the employees of the organization. Therefore the system is more useful in restructuring the organization as to assess the impact on the employees. Since the system is affecting with the information technology advancement it is also a challenge.
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Table 4 - Challenges of Managing Change

6.3 Critical Analysis of the Possible Challenges

XYZ Lanka Plc can use this model in order to manage the above mentioned challenges. This model includes three steps. They are: unfreezing, changing and refreezing. It is a very simple model that assists the company in understanding the process of change. (Armstrong, 2006)

At the unfreezing stage it is intended to prepare for change. That means accepting that change is essential and preparing to move away from the existing circumstances. It involves getting ready the company and the employees before the change. Secondly at the changing stage, the company applies the changes into action. This stage is hard due to the attitudes of the people. Employees should be trained and given time to learn about the changes. Finally, at the

refreezing stage, the company establish stability after making the changes. In this stage, the changes are accepted by the employees.

In this way the company can successfully implement and manage change in the context of the restructuring the company's approach to managing its human capital.

6.4 Recommendations to overcome the challenges

In managing change using the model the company is required skills in the following areas.

- Determining what needs to change.
- Creating the need for change.
- Understanding and managing any doubts
- Proper communication skills.
- Managing rumours.
- Getting the employee involvement.
- Sustaining the change.

07. Conclusion

XYZ was established in Sri Lanka in 1906 and today it has a very strong foundation in provisions of local culture. The market of for the company is emerging and the company can be placed among the leading food and beverage companies in Sri Lanka. The company has offered direct employment opportunities to almost 1,200 employees.

In the recruitment and selection procedure of the XYZ Company, It is better to take steps to overcome biasness of the interviewers in order to ensure a fair selection procedure. For that the company can give appropriate training for interviewers. It would be more appropriate if the company arrange the interviews at a place where there is no external contact. So that the applicant's attention can be better achieved. If the company uses standard type of questions it can compare answers with benchmark answers for better selection.

XYZ company should ensure that employees are acting according to the goals of the company and not according to the expectations of the managers. Also the company should pay attention in shaping the perception and attitudes of the managers in a way that ensure that employee development is done according to the company objectives. In addition to that while

developing the employees, the actual feedback of the employees should be considered. Otherwise employees may do the actions not for their own need but for the need of the manager or the organization.

There are three classical theories of motivation: Maslow's Hierarchy of Needs Theory, Herzberg's two factor Theory and Theory X and Theory Y. These theories have certain advantages and limitations. The hybrid theory suggesting for XYZ is a mix of above described classical motivation theories. Using theory X and theory Y the company can identify different attitudes of different employees towards work. Then the company can apply Herzberg's two factor theory to assess what are the factors that want to be used in order to motivate the employees who are having negative attitudes towards work. Further Maslow's hierarchy of needs theory also can be applied in motivating the negative employees.

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