

Arab World  
Edition

# Human Resource **MANAGEMENT**



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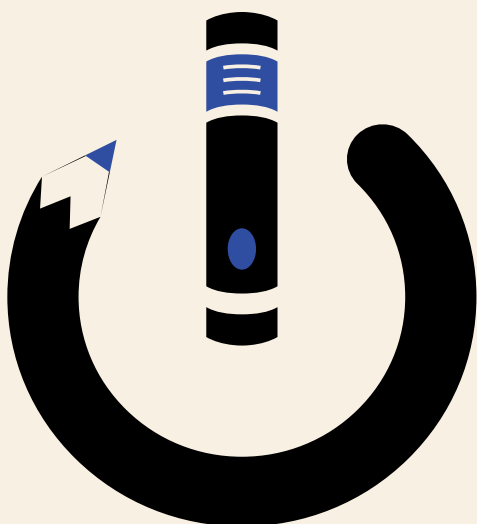
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Describe a time when you handled a project/campaign. How did you set your priorities? How did you provide quality of work? What was the result of the project/campaign?

Tell us about a time when you had to work closely with a coworker who you disliked or with whom you had trouble working. What did you do to make the relationship work so you could succeed for your company?

How did you hear about the vacancies in **Emaar the Economic City**?

☐ Newspaper Ad.

☐ Emaar Employee

☐ Online (Please specify site): .....

☐ Employment Agency

☐ Other (Please specify): .....

Do you currently have or have you previously had any relative or family member working for **Emaar the Economic City**?

☐ Yes, Name: .....

☐ No.

In brief, why did you choose **Emaar the Economic City** to be your next employer?

REFERENCES

Name		Name	
Profession		Profession	
Address		Address	
Contact No.		Contact No.	
Name		Name	
Profession		Profession	
Address		Address	
Contact No.		Contact No.	

DECLARATION

I declare that the particulars in this form are to the best of my knowledge complete and true. I give **Emaar the Economic City** permission to check details as required.

I understand that **Emaar E.C.** reserves the right to keep all documents attached and accept or reject my application without giving reasons.

**SIGNATURE** ..... **DATE** .....

\* Please attach passport-size picture and copies of CV, passport/ID, education, and experience certificates.

FIGURE 5-9 Continued

Employers should keep several practical application form guidelines in mind. In the 'Employment History' section, request detailed information on each prior employer, including the name of the supervisor and his or her telephone number; this is all essential for following up on the reference. Also, in signing the application, the applicant should certify his or her understanding of several things: that falsified statements may be cause for dismissal; that investigation of credit and employment and driving records is authorized; that a medical examination may be required; that drug screening tests may be required; and that employment is for no definite period of time. Some applications also state an employer's 'mandatory arbitration' policy for situations where problems arise.

### Using Application Forms to Predict Job Performance

It is possible to use application form information to predict which candidates will be successful and which won't, in much the same way that one might use tests for screening. The basic process involves conducting statistical studies to analyze the relationship between (1) biodata responses on the application form (distance from work, for instance) and (2) measures of success on the job.

Here it is important to choose the biodata items (such as 'does not own automobile' or 'not living at home') with two things in mind. First, of course, ethical considerations limit the items you'll want to use (for example, whenever possible, don't use age, race, or gender). And, non-invasive questions are best. In one study, subjects perceived items such as 'dollar sales achieved,' 'received cash bonus for good job,' and 'grade point average in mathematics as legitimate, and not invasive. Other items such as 'birth order,' and 'frequent dates as senior in high school' were considered more invasive and unacceptable. Basically, the items that subjects perceived as less invasive were more verifiable, more transparent in purpose, and more impersonal.<sup>69</sup>

## REVIEW

### SUMMARY

1. Developing personnel plans requires three forecasts: one for personnel requirements, one for the supply of outside candidates, and one for the supply of inside candidates. To predict the need for personnel, first project the demand for the product or service. Next, project the volume of production required to meet these estimates; finally, relate personnel needs to these production estimates.
2. With personnel needs projected, the next step is to build a pool of qualified applicants. There are several sources of candidates, both internal (promotion from within) and external (advertising, employment agencies, executive recruiters, college recruiting, the internet, and referrals and walk-ins).
3. Remember that it is unethical to discriminate against the employment of any individual because of race, color, religion, sex, national origin, or age (unless religion, sex, or origin are necessary occupational qualifications).
4. The initial selection screening in most organizations begins with an application form. Most managers use these just to obtain background data. However, you can also use application form data to make predictions about the applicant's future performance.

### DISCUSSION QUESTIONS

1. What are the pros and cons of five sources of job candidates?
2. What are the four main types of information that application forms provide?
3. What are key things employers should keep in mind when using internet sites to find job candidates?
4. What are the main things you would do to recruit and retain a more diverse workforce?

## INDIVIDUAL AND GROUP ACTIVITIES

1. Working individually or in groups, bring to class several classified and display ads from the website 'www.gulfjobsites.com.' Analyze the effectiveness of these ads using the guidelines discussed in this chapter.
2. Working individually or in groups, develop a five-year forecast of occupational market conditions for five occupations such as accountant, nurse, and engineer.
3. Working individually or in groups, visit the local office of Adecco ME (or another recruitment agency in your area). Come back to class prepared to discuss the following questions: What types of jobs seem to be most available through this agency? To what extent do you think this particular agency would be a good source of professional, technical, and/or managerial applicants? What other services does the office provide? What other opinions do you form about this agency?
4. Working individually or in groups, find at least five employment ads, either on the internet or in a local newspaper, that suggest that the company is family-friendly and should appeal to women or minorities. Discuss what they're doing to be family-friendly.
5. Working individually or in groups, interview a manager between the ages of 25 and 35 at a local business who manages employees aged 40 or older. Ask the manager to describe three or four of his or her most challenging experiences managing older employees.

## EXPERIENTIAL EXERCISE

### The Nursing Shortage

In Arab countries, unemployment is still disappointingly high, and employers are still obviously holding back on their hiring. However, while many people are unemployed, this is not the case with nursing professionals, and owing to a shortage of nurses in the region, many hospitals in the Arab world are turning to foreign-trained nurses. Experts expect nurses to be in short supply in years to come.<sup>70</sup>

*Purpose:* The purpose of this exercise is to give you experience in creating a recruitment program.

*Required Understanding:* You should be thoroughly familiar

with the contents of this chapter, and with the nurse recruitment program of a hospital in your country.

*How to Set Up the Exercise/Instructions:* Set up groups of four to five students for this exercise. The groups should work separately and should not converse with each other. Each group should address the following tasks:

1. Create a hard-copy ad for the hospital to place in the *Al Waseet* and *Daily Star* newspapers.
2. Analyze and critique the hospital's current online nurses' ad. How would you improve it?
3. Prepare in outline form a complete nurses' recruiting program for this hospital, including all recruiting sources your group would use.

## APPLICATION CASE

### Al Jazeera News Channel

#### Finding Talented People

Al Jazeera is one of the largest Arabic News Channels in the Middle East, offering news coverage 24 hours a day from around the world. The channel is a global name to people, governments, and decision makers across the world, especially in the Arab countries. It has more than 30 offices and dozens of correspondents covering the four corners of the world. Relatively free from censorship, Al Jazeera offers its audiences in the Arab countries much needed freedom of thought, independence, and room for debate. It boasts a talented team of international journalists with diverse backgrounds. Headquartered in Doha, State of Qatar, it attempts to tell stories with a distinctive style of journalism. Al Jazeera wants the best talent worldwide for its Broadcast Centers in Doha, Kuala Lumpur, Washington DC, London, and its other News Bureaus across the world. Its experienced professionals are encouraged to challenge the status quo.<sup>71</sup>

Assume that you are a new trainee in human resource management at Al Jazeera. Your manager asks you to prepare a list of techniques to recruit talented people in various fields, including computer engineering, electrical engineering, accountancy, marketing, and communication. Many employees will be retiring soon. Think in terms of what we have learned in this chapter and answer the following questions.

#### Questions

1. Identify some techniques that Al Jazeera can use to plan, forecast, and recruit.
2. What particular elements of Al Jazeera's culture are most likely to appeal to international candidates? How can it convey these elements to job prospects?
3. Would Al Jazeera appeal to you as an employer? Why or why not? If not, what would it take for you to accept a job offer from Al Jazeera?

## CONTINUING CASE

### Al Nazafa Company

#### Getting Better Applicants

If you were to ask Thouraya and Ziad what their main problem is in running their firm, their answer would be quick and short: hiring good people. Employees generally have no more than a high school education (often less), and the market for them is very competitive. Al Nazafa is faced with the continuing task of recruiting and hiring qualified workers out of a pool of immigrants who move from area to area and job to job. Turnover in their stores (as in the stores of many of their competitors) is often high.

Al Nazafa Company needs to answer the following questions:

#### Questions

1. First, how would you recommend that the Al Nazafa Company goes about recruiting and reducing staff turnover in their stores?
2. Provide a detailed list of recommendations concerning how the Al Nazafa Company should go about increasing its pool of acceptable job applicants so the company attracts more highly qualified workers. Include fully worded online and hard-copy advertisements, and recommendations regarding any other recruiting strategies they should use.

## TRANSLATING STRATEGY INTO HR POLICIES AND PRACTICE: THE KAMCO CASE

### The New Recruitment Policy

Prepared by Dr. Dmytro Roman Kulchitsky, Ph.D.,  
the American University of Kuwait

*KAMCO's competitive strategy was always 'to be Kuwait's premier asset management and investment banking provider,' until meteoric growth in the mid-2000s inspired top management to envision the company as 'a premier asset management and investment banking provider in the MENA region.' Given its revised mission, KAMCO's HR department needed to formulate functional policies and activities to elicit the employee behaviors and competencies necessary to support this competitive strategy.*

KAMCO's HR department was well aware of the importance of effective employee recruitment. If KAMCO didn't get enough applicants, it couldn't be selective about who to hire. And, if it couldn't be selective in hiring, it wasn't likely to enjoy the client-oriented behaviors that KAMCO's strategy relied on. The HR team was therefore disappointed to discover that the recruitment function did not have an up-to-date recruitment policy or procedure. The HR department had simply taken a logical and subjective approach to personnel planning and recruitment, and departmental managers usually took the path of least resistance when a job became available. In addition, there was no sense of direction from the HR department regarding how many people were needed to achieve the company's strategic objectives, what sorts of applications the company preferred, and what media and alternative sources of recruits it should use. There was no online recruiting, and no measurement of the effectiveness of the recruitment process.

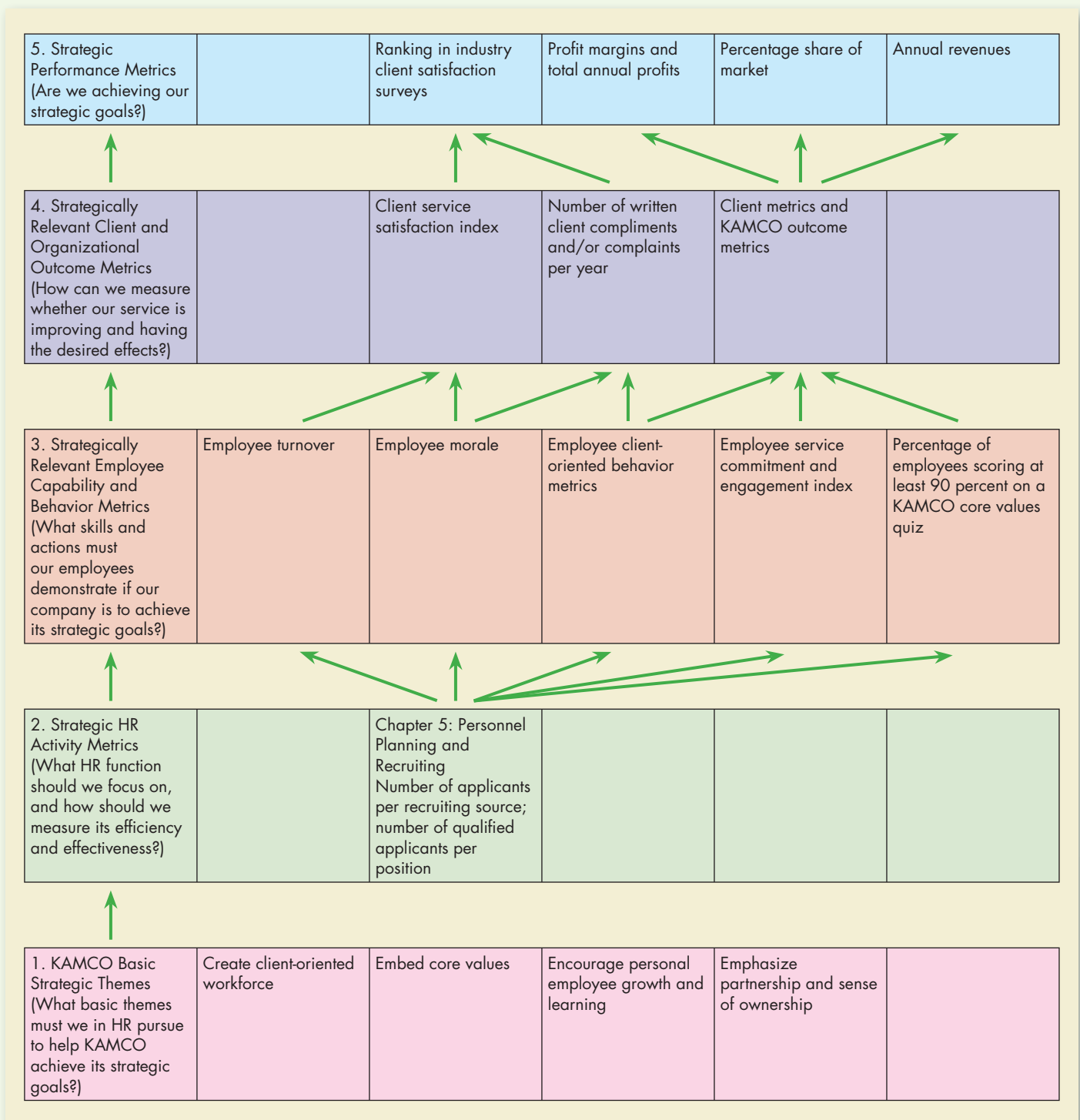
The HR team knew it was time to step forward and take control of the company's personnel planning and recruitment functions. It was safe to say that achieving the company's strategic aims depended on the quality of the people it attracted and then selected for employment. KAMCO wanted to hire employees who would put clients first, use their initiative to see that KAMCO's clients were satisfied, and work tirelessly to provide clients with service that exceeded expectations. The HR department knew that to hire and keep employees committed to its strategic goals, they had to start systematic personnel planning and recruiting.

The HR department, with the support of top management, gave the consultants the green light to design new policies and procedures for personnel planning and recruiting, once the job analyses were completed.

#### Questions

In teams or individually, answer the following questions:

1. Given the company's stated employee preferences, what recruiting sources would you suggest they use, and why?
2. How would you suggest KAMCO measure the effectiveness of its recruiting efforts?



**FIGURE 5-10** HR Scorecard for KAMCO: Personnel Planning and Recruiting  
Source: Prepared by Dr. Dmytro Roman Kulchitsky, Ph.D., the American University of Kuwait.

## KEY TERMS

applicant tracking systems, *p. 109*  
 application form, *p. 121*  
 computerized forecasts, *p. 101*  
 employee recruiting, *p. 104*  
 employment or personnel planning, *p. 98*

job posting, *p. 107*  
 on-demand recruiting services (ODRS), *p. 116*  
 personnel replacement charts, *p. 102*  
 position replacement card, *p. 102*  
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