

Polar Bank: Truly One Culture?

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4. What are the main issues of an HRM system that are likely to be topical within HRM?

- Demand forecasting
- Flexibility of human plans
- Recruitment in all areas/branches
- Shifting to all the UK customer facing divisions

5. The issue of bank bonuses was still highly topical and contentious in early 2010. Explain the dilemma that Stephan Hezler faces, and comment on any recent developments in this area.

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- Thanks to the Board of RBSC, 2009 is a success
- Business will only work as awards for service and performance
- European Union will cap the bonuses
- Business needs their salary/water opportunities

Historical background

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2. What benefit of structure has the bank used to divide the business? Does it also successfully fit geographic dispersed organization, what methods of co-ordination is it likely to use?

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- Division of services
- No customer facing divisions
- Customer facing people
- Functional structure

3. Does HRM have a mechanistic or an organic structure?

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- Hierarchical structure in branches
- Customer needs to get
- Strongly responsible to customer relationship branch
- Much of customer experience



6. In 2005 increasing years were experienced in demand?

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- Culture change
- Development in IT
- 2005 more successful

Historical background cont.

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What is the main issue of an HRM system that are likely to be topical within HRM?

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7. Why do you think the Board was unable to influence their bankers and the wider bank? What is the main issue of an HRM system that are likely to be topical within HRM?

Royal Bank of Scotland

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Historical background

Historical facts

- 1727 establishment of The Royal Bank Of Scotland
- 1890 expansion of The Royal Bank of Scotland branches across Scotland
- 1874 opened branches in London

Innovations in banking system

- 1946 introduction of mobile bank service
- 1972 introduction of house purchase loans
- 1997 online banking service
- 2012 enabled customers to donate money to charities

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Historical background cont.

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Controversies

- Former CEO Fred Godwin `stripped of his knighthood´
- Accusation of RBS officer for illegal activities
- Accusation of RBS for grabbing interest rate



Royal Bank of Scotland Today

- Returning Bank back to private ownership
- 33 million customers globally (24 million in UK, 3 million in Europe, 5.4 million in USA, 0.4 million in Asia)
- Current director Nathan Bostock

1. Is RBS becoming more centralized or decentralized?

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- *Since 1960s*
- *Developments in IT*
- *RBS more centralized*

2. What form(s) of structure has the bank used to divide the business? Since it is also necessarily a graphically dispersed organization, what methods of co-ordinations is it likely to use?

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- *Divisional structure*
- *Six customer facing divisions*
- *Coordination through partially formalized structure*

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My bank has a service where they text me my balance. I just don't think they should add "LOL" to the end.



som^{ee}cards
user card



3. Does RBS have a mechanistic or an organic structure?

- **Outstanding changes in technology**
- **Customers main target**
- **Organic (especially in customer relationship branch)**
- **Needs of customers important**

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5. The issue of bank bonuses was still highly topical and contentious in early 2010. Explain the dilemma that Stephan Hester faces, and comment on any recent developments in this area.

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- **Threats by the board of RBS, 1.5bn to staff**
- **Bonuses will only work as awards for service and performance**
- **European Union will cap the Bankers Bonuses twice their salary under supervision**