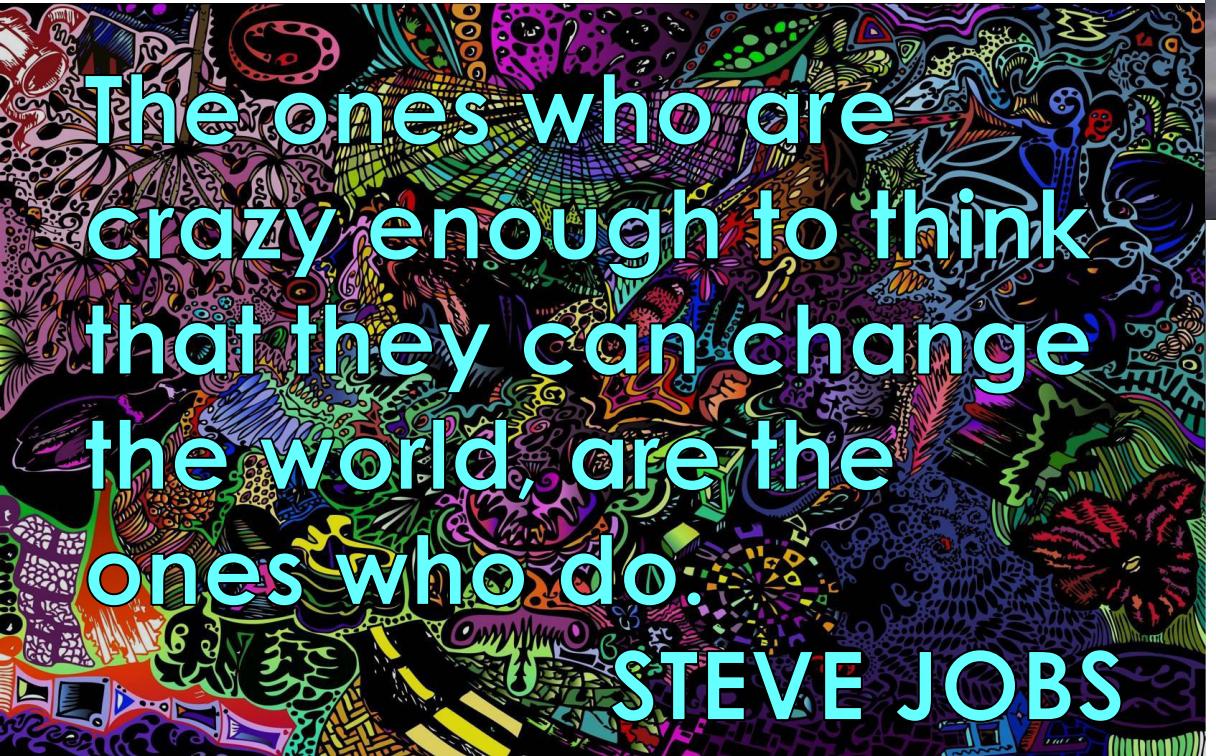
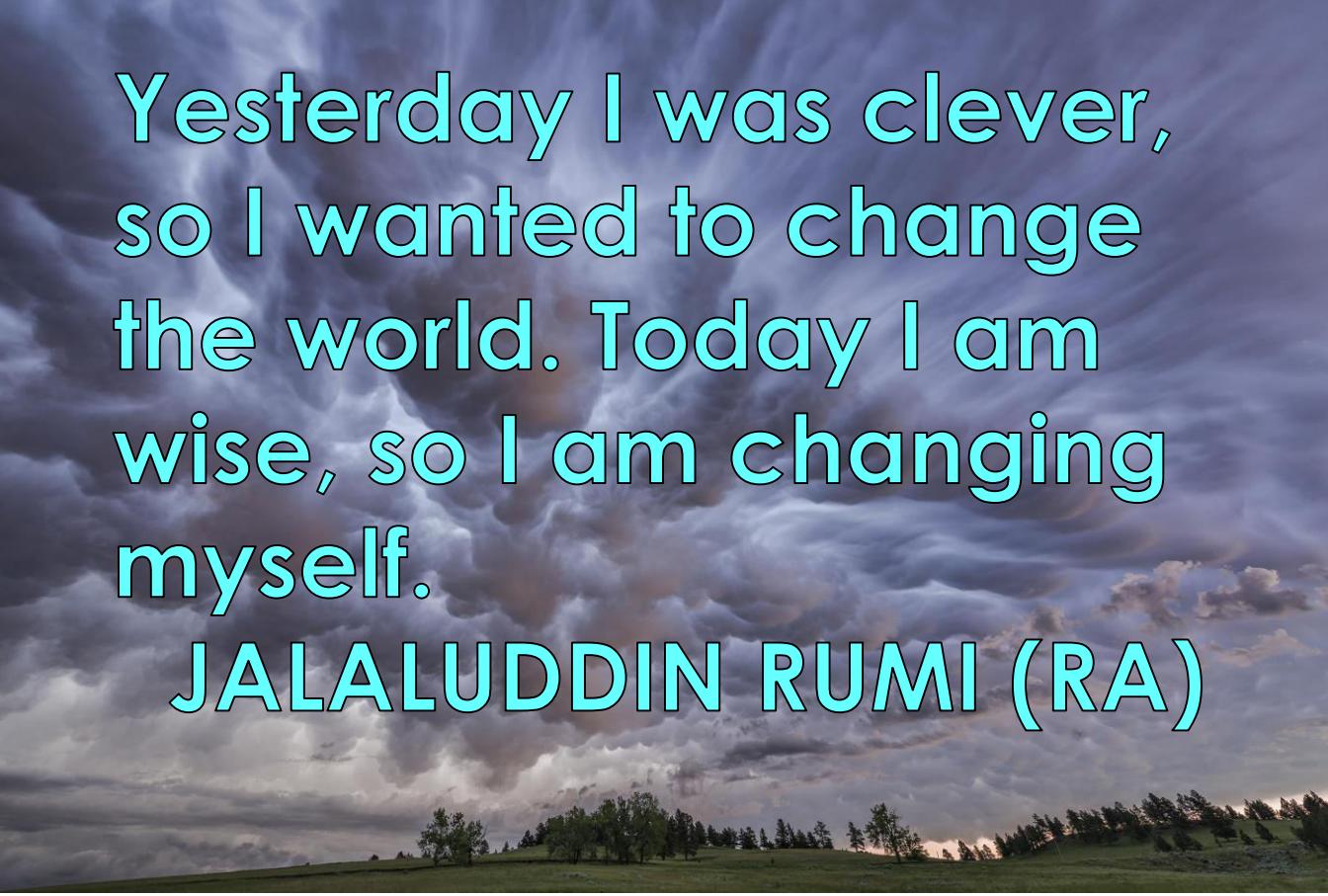


CHANGE, INNOVATION & CREATIVITY



The ones who are crazy enough to think that they can change the world, are the ones who do.

STEVE JOBS



Yesterday I was clever,
so I wanted to change
the world. Today I am
wise, so I am changing
myself.

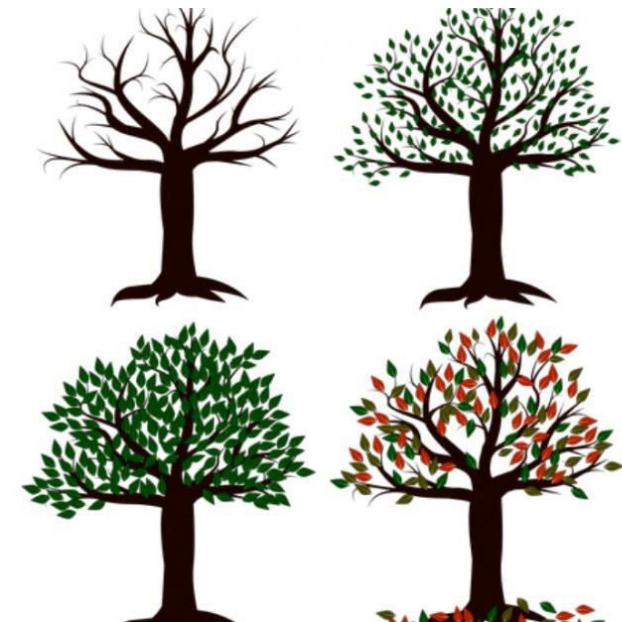
JALALUDDIN RUMI (RA)

ORGANIZATIONAL PERSPECTIVE

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Why do we need Change?

- Change is the only constant
- If you do not change, others' and your competitors will
- Change occurs because people want to excel and win
 - ✓ Continuous endeavor to satisfy self and others
 - ✓ Win market share
 - ✓ Market entry
 - ✓ Creating new market/product/service
 - ✓ Boredom or stagnancy
- “Resistance to Change”
vs
“Welcoming the Change”



Forces for Change

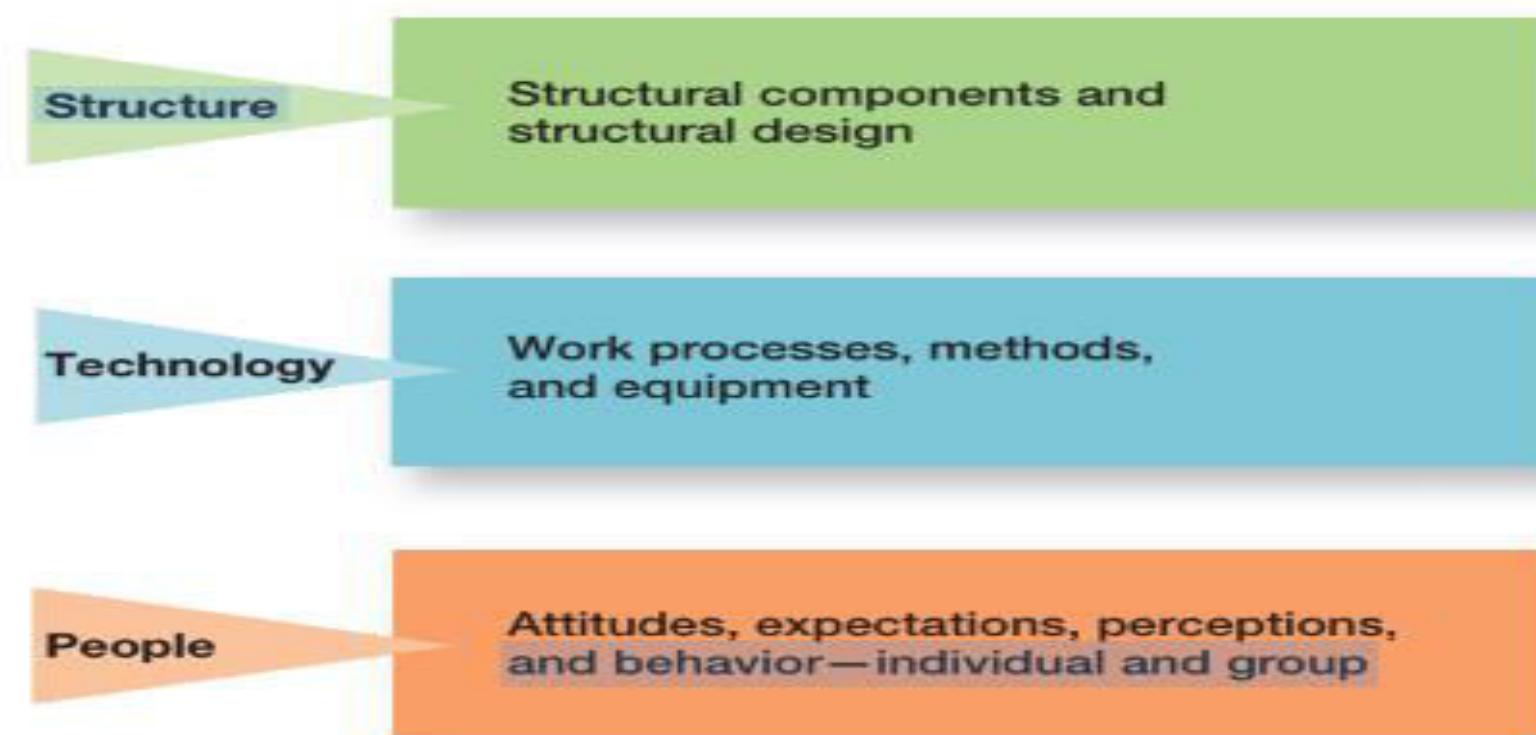
External

- Changing consumer needs and wants
- New governmental laws
- Changing technology
- Economic changes

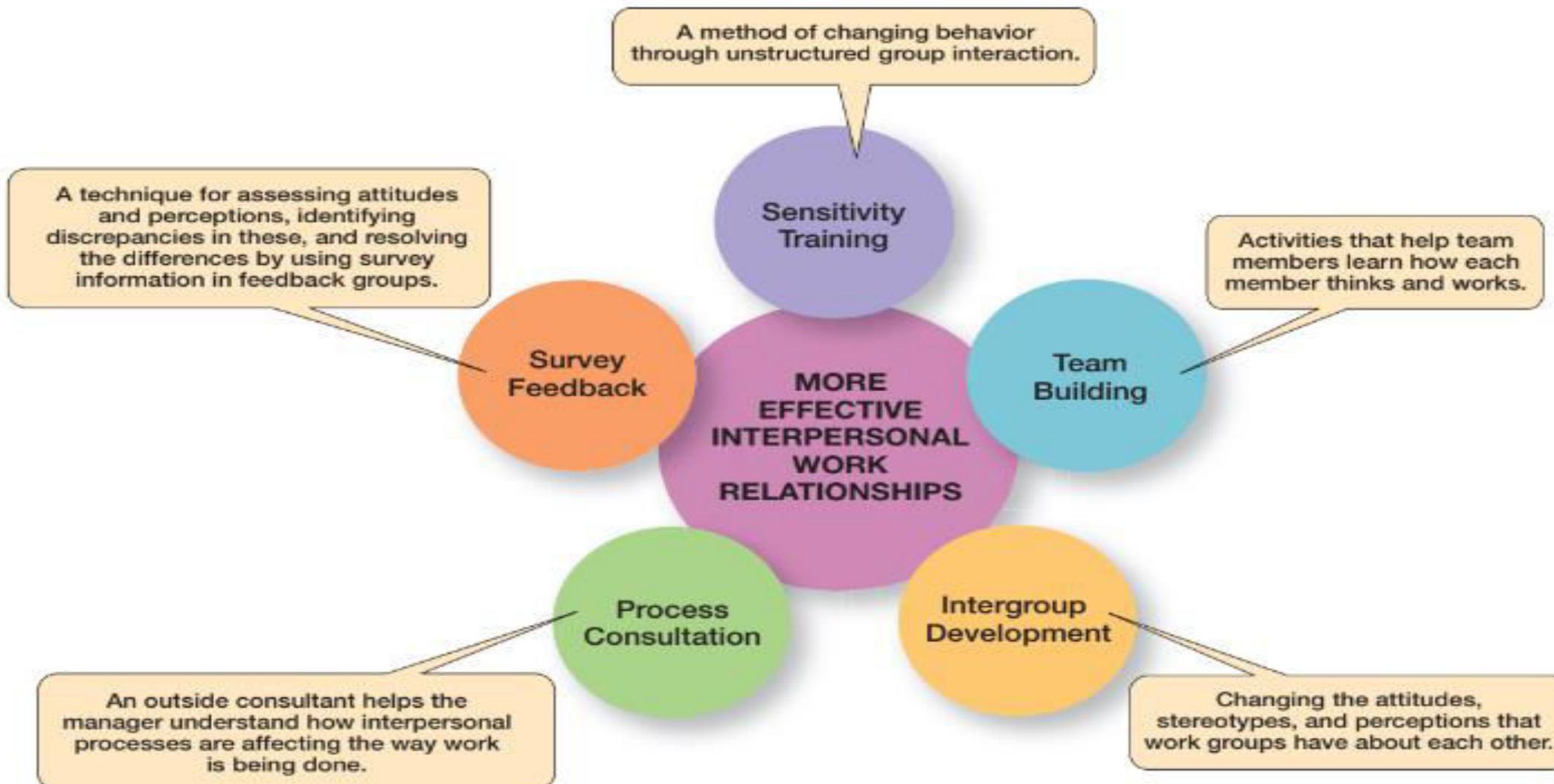
Internal

- New organizational strategy
- Change in composition of workforce
- New equipment
- Changing employee attitudes

Types of Change



Changing People



Organizations that Failed to Address Change

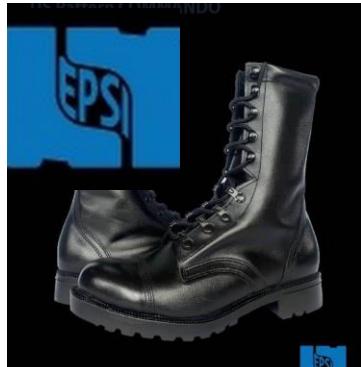


Kodak, which lost track
of the digital era



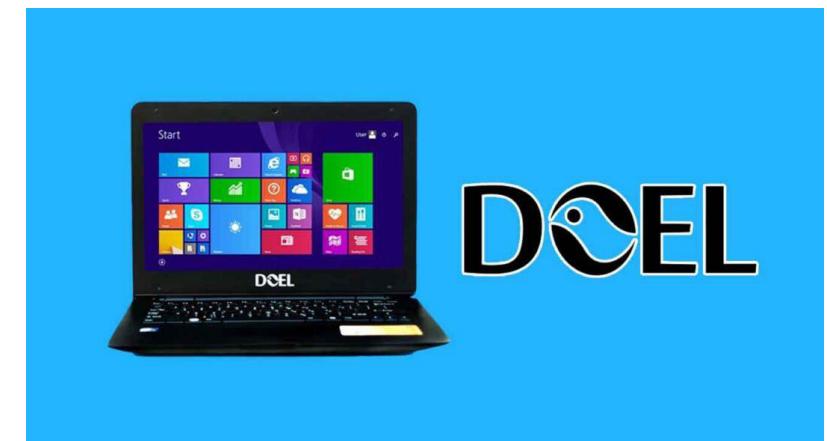
Motorola, which got
outmaneuvered by smartphones

Yahoo, which fell asleep when
Google was inventing and
making numerous smart moves



EPSI, which lost its imagination
and succumbed to numerous
competitors

Do individuals
need to change?



Focus of Change Effort in Organization

- **Role and attitude**
 - ✓ Attitude centered approach: skills, cultural change programs
 - ✓ Role centered approach: changing work roles, responsibilities
- **Technology**
 - ✓ Rapidly changing
 - ✓ Using it to improve efficiency
 - ✓ To ease functions
- **Strategy**
 - ✓ Competitive strategy
 - ✓ Introducing new product & service
 - ✓ Entering new market

Focus of Change Effort in Organization

- **Economics or People: Internal**

- ✓ Economics: financial performance, downsizing, restructuring
 - ✓ People: capabilities, cultural values, approach towards customers

- **Developmental**

- ✓ Skill, process, standard, product, service

- **Transitional**

- ✓ Adapting new ways
 - ✓ Current to desired standard

- **Transformational**

- ✓ Extreme level
 - ✓ Dramatic & profound

Change Process in Organization

- Prepare the organization to change
 - ✓ Logistical and cultural
 - ✓ Raise awareness and communicating the need for the change
- Craft a Vision and Plan
 - ✓ Strategic goal
 - ✓ Areas of change
 - ✓ Key performance indicators
 - ✓ Who would implement
- Implement the Change
 - ✓ Change managers
 - ✓ Empowering employees
 - ✓ Anticipate obstacle & mitigate
 - ✓ Continuous communication

Change Process in Organization

- Embed Change in organizational culture and practices
 - ✓ Continuous communication
 - ✓ Prevent reversion
 - ✓ Rewards system may help
- Review Progress & Analyze Results
 - ✓ Application doesn't mean success
 - ✓ Post mortem
 - ✓ Analyze failures & success
- Process in Crisp
 - ✓ Unfreezing
 - ✓ Changing
 - ✓ Refreezing

Reasons for Accepting or Rejecting Changes

- Change is not necessary, we are doing fine
- Proposed change is not feasible
- Will not be cost effective
- Cultural resistance
- Will involve personal loss
- Lack of trust
- Fear of failure



Techniques for Reducing Resistance to Change

Technique	When Used	Advantage	Disadvantage
Education and communication	When resistance is due to misinformation	Clear up misunderstandings	May not work when mutual trust and credibility are lacking
Participation	When resisters have the expertise to make a contribution	Increase involvement and acceptance	Time-consuming; has potential for a poor solution
Facilitation and support	When resisters are fearful and anxiety ridden	Can facilitate needed adjustments	Expensive; no guarantee of success
Negotiation	When resistance comes from a powerful group	Can “buy” commitment	Potentially high cost; opens doors for others to apply pressure too
Manipulation and co-optation	When a powerful group’s endorsement is needed	Inexpensive, easy way to gain support	Can backfire, causing change agent to lose credibility
Coercion	When a powerful group’s endorsement is needed	Inexpensive, easy way to gain support	May be illegal; may undermine change agent’s credibility

Education and communication can help reduce resistance to change by helping employees see the logic of the change effort. This technique, of course, assumes that much of the resistance lies in misinformation or poor communication.

Participation involves bringing those individuals directly affected by the proposed change into the decision-making process. Their participation allows these individuals to express their feelings, increase the quality of the process, and increase employee commitment to the final decision.

Facilitation and support involve helping employees deal with the fear and anxiety associated with the change effort. This help may include employee counseling, therapy, new skills training, or a short paid leave of absence.

Negotiation involves exchanging something of value for an agreement to lessen the resistance to the change effort. This resistance technique may be quite useful when the resistance comes from a powerful source.

Manipulation and co-optation refer to covert attempts to influence others about the change. It may involve distorting facts to make the change appear more attractive.

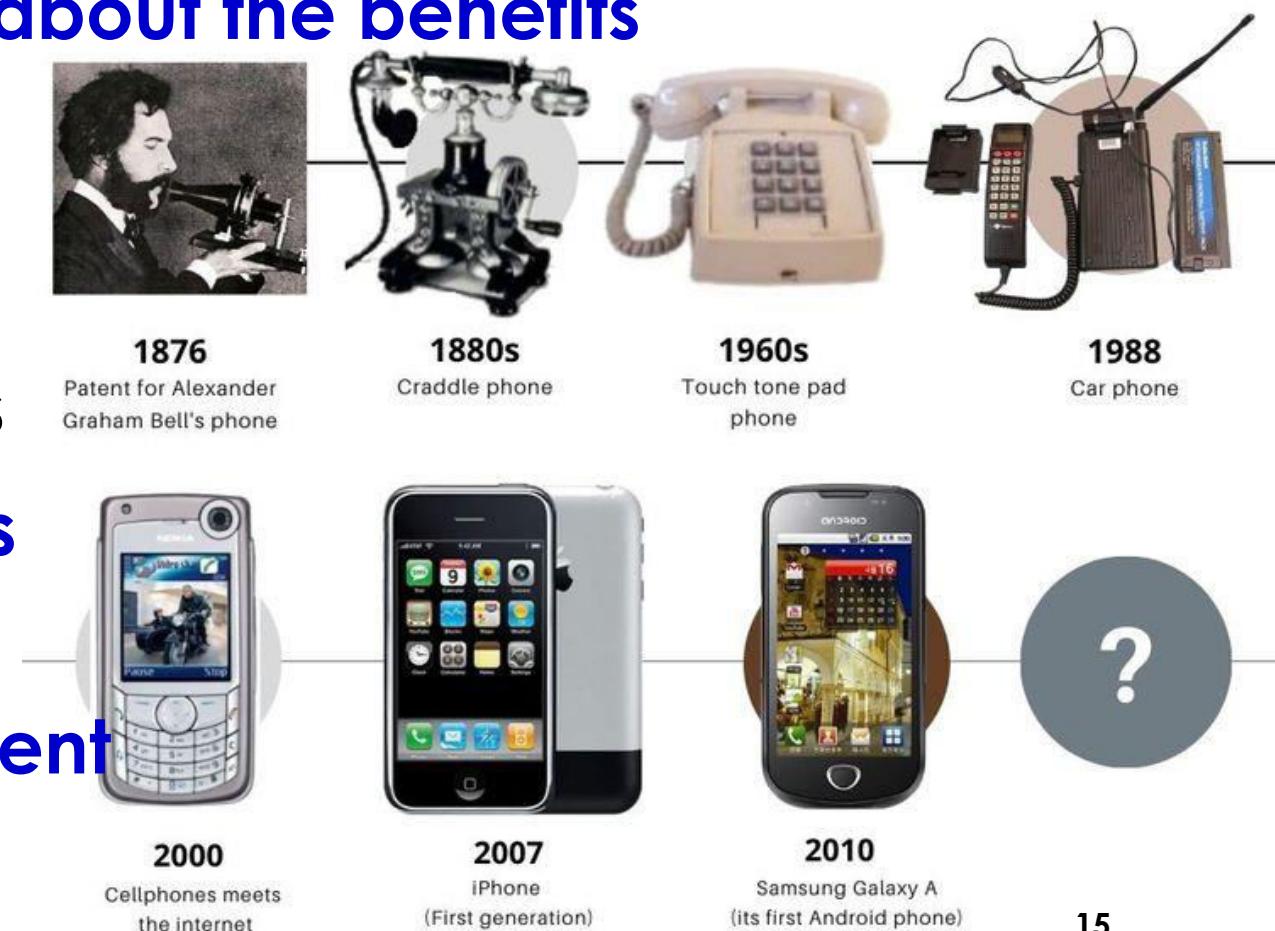
Coercion can be used to deal with resistance to change. Coercion involves the use of direct threats or force against the resisters.

Change Capable Organization

- ***Link the present and the future.*** Think of work as more than an extension of the past; think about future opportunities and issues and factor them into today's decisions.
- ***Make learning a way of life.*** Change-friendly organizations excel at knowledge sharing and management.
- ***Actively support and encourage day-to-day improvements and changes.*** Successful change can come from the small changes as well as the big ones.
- ***Ensure diverse teams.*** Diversity ensures that things won't be done like they've always been done.
- ***Encourage mavericks.*** Because their ideas and approaches are outside the mainstream, mavericks can help bring about radical change.
- ***Shelter breakthroughs.*** Change-friendly organizations have found ways to protect those breakthrough ideas.
- ***Integrate technology.*** Use technology to implement changes.
- ***Build and deepen trust.*** People are more likely to support changes when the organization's culture is trusting and managers have credibility and integrity.
- ***Couple permanence with perpetual change.*** Because change is the only constant, companies need to figure out how to protect their core strengths during times of change.
- ***Support an entrepreneurial mindset.*** Many younger employees bring a more entrepreneurial mindset to organizations and can serve as catalysts for radical change.

Guidelines for Implementing Changes

- Creating a sense of urgency
- Communicating a clear vision about the benefits
- Identify for and against
- Create a broad team
- Use competent change agents
- Issues impacting comfort zones
- Stress management
- Monitoring, feedback, adjustment



INNOVATION & CREATIVITY in Organization

- Innovation is change
- It is the managed effort of the organization to develop new products or services, or new uses of existing products or services
- Quality of thinking new ideas and putting them into reality is creativity
- The act of executing the creative ideas into practice is innovation

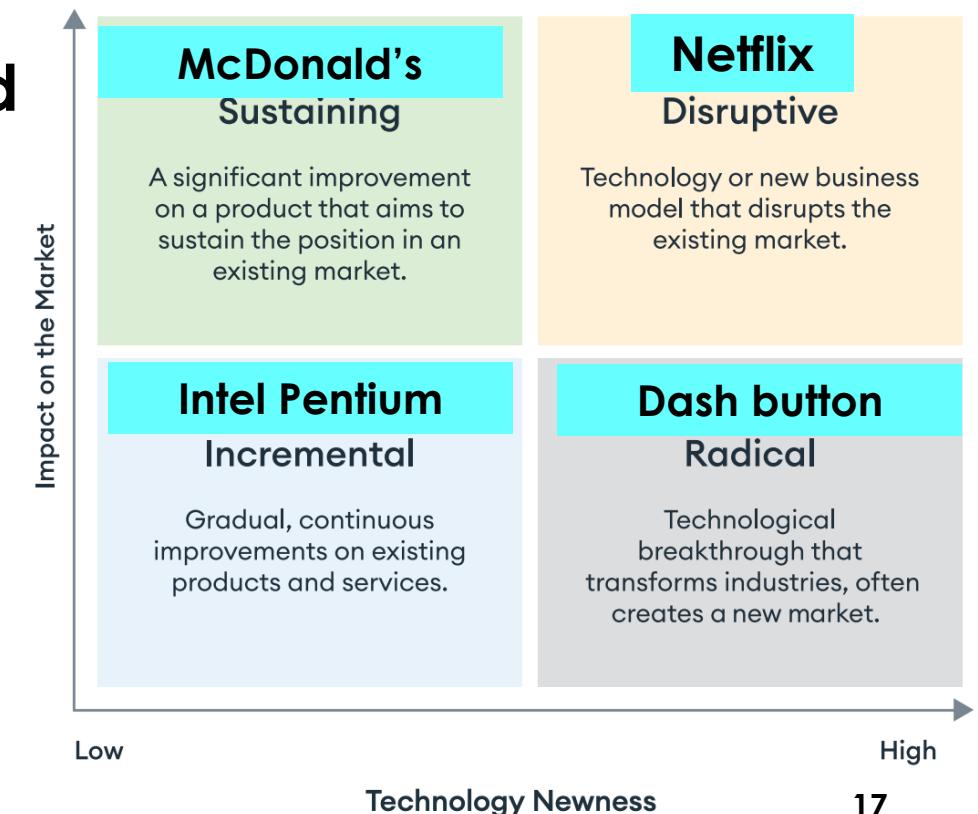
INNOVATION & CREATIVITY in Organization

• Types of Innovations

- ✓ Radical: new product or service
- ✓ Incremental: modifying existing
- ✓ Technical: manufacturing process
- ✓ Managerial: how it is delivered, handled

• Types of Creativity

- ✓ Individual
- ✓ Group/collective: purpose oriented
- ✓ Exploratory



Promoting **INNOVATION & CREATIVITY** in Organization

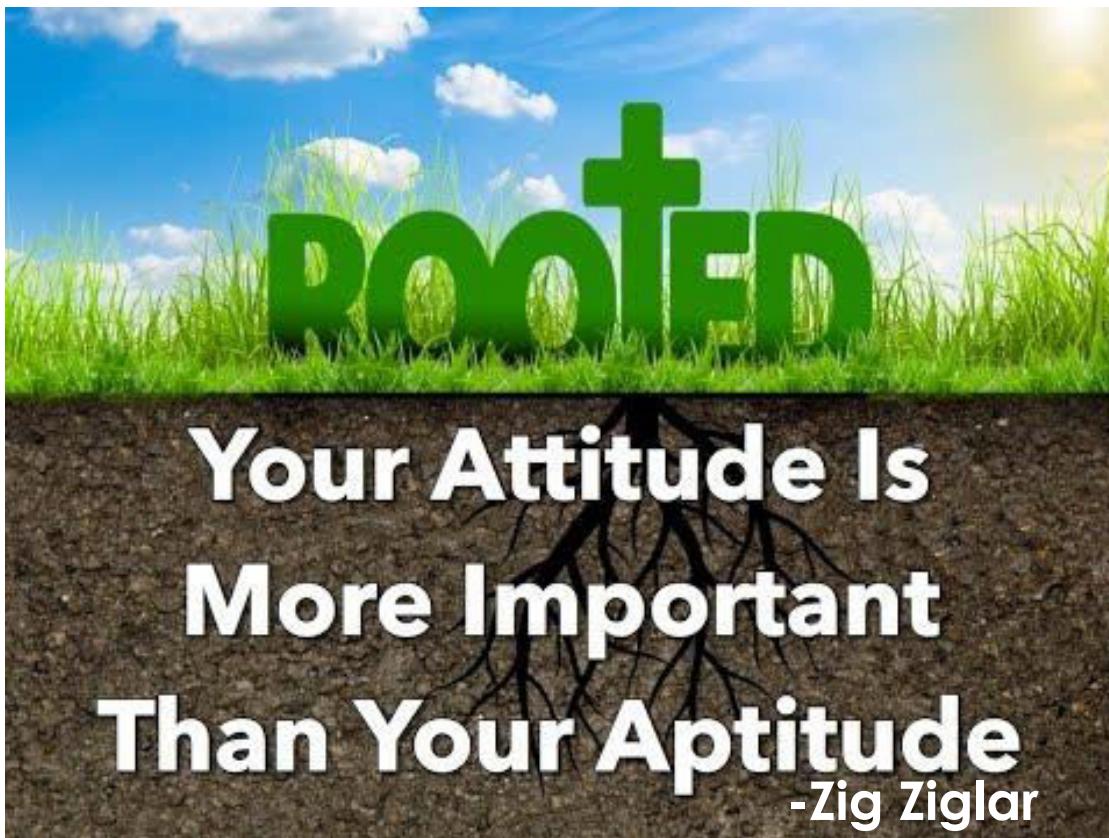
- **Organization Culture**
 - ✓ Supportive to innovation: Encourage creativity, risk taking, inventiveness
 - ✓ Value the sense of innovation
 - ✓ Participatory culture for innovation
 - ✓ Avoid punishing/humiliating failures
- **Reward system**
 - ✓ Rewards: tangible and intangible
 - ✓ Consistency and equity
- **Encouraging periodical
brainstorming at different
levels: trendsetting**

CHANGE, INNOVATION & CREATIVITY: ORGANIZATIONAL PERSPECTIVE

SUMMARY

- Why do we need change?
- Focus of Change Effort in Organization
- Change Process in Organization
- Reasons for Accepting or Rejecting Changes
- Guidelines for Implementing Changes
- Innovation & Creativity in Organization
- Promoting Innovation & Creativity in Organization

ATTITUDE & HUMAN BEHAVIOUR



How strange is man that when he is afraid of something he runs away from it, but when he is afraid of Allah, he gets closer to Him.

- Ali Ibn Abi Talib (RA)

ORGANIZATIONAL PERSPECTIVE

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What is Attitude?

- Evaluative statements or judgments concerning objects, people, or events
- Predisposition to respond in a favorable or unfavorable way to objects or persons in one's environment
- A mental and neutral state of readiness organized through experience, exerting a directive or dynamic influence upon individual's response to all objects and situations with which it is related



Why Attitude is important in Organization?

- **Career success**
- **Productivity**
- **Leadership**
- **Teamwork**
- **Decision making**
- **Motivation**
- **Interpersonal relations**
- **Stress management**

Components of Attitude

- **Cognitive Component**
- **Affective Component**
- **Behavioral Component**
- **Cognitive Component**
 - ✓ The opinion or belief segment of an attitude
 - ✓ Consists of values, belief, ideas and other information that a person may have faith in
 - ✓ Example?

Components of Attitude

- **Affective Component**

- ✓ The emotional or feeling segment of an attitude
- ✓ Associated with individual feelings about another person, which may be positive, neutral or negative
- ✓ Example?

Components of Attitude

- **Behavioral Component**

- ✓ An intention to behave in a certain way toward someone or something

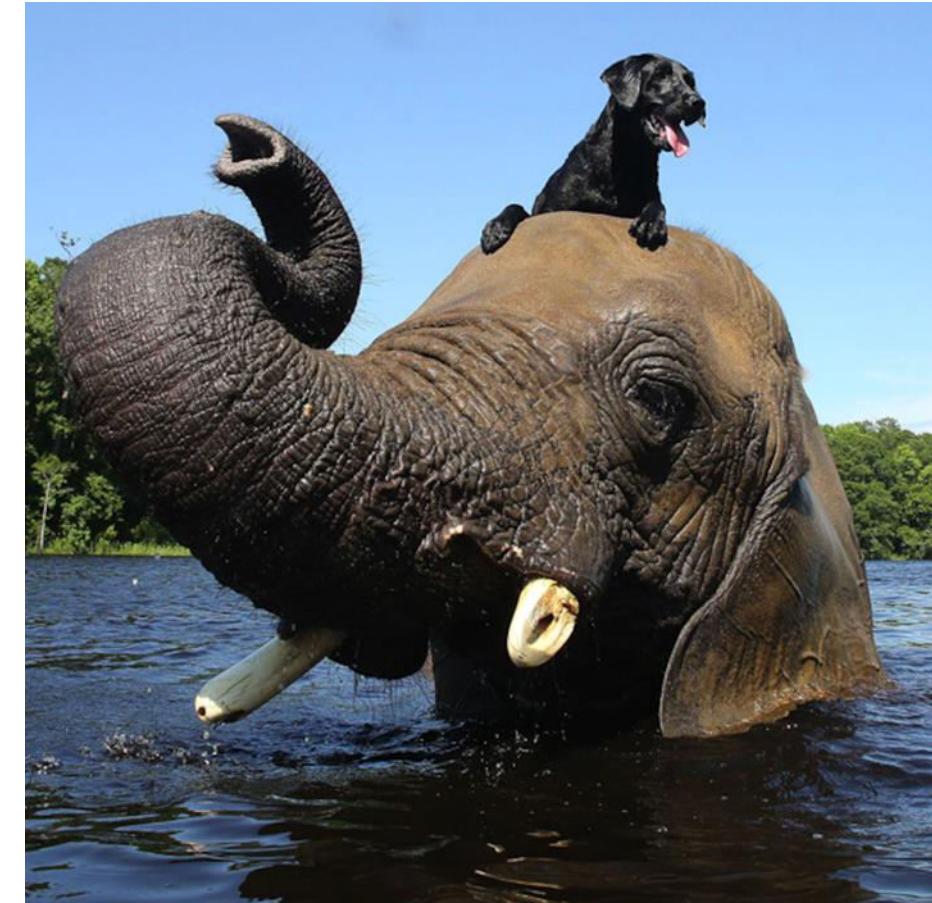
- ✓ Associated with the impact of various condition or situations that lead to person's behavior based on cognitive and affective components

- ✓ Example?



Is Attitude Consistent or Variable?

- Usually consistent until there is profound impact
- Can be influenced by new influencing factors
- Any incompatibility between two or more attitudes or between behavior and attitudes is known as Cognitive Dissonance
- Example?



What are the Major Job Attitudes?

- **Job Satisfaction**
- **Job Involvement**
- **Organizational Commitment**



What are the Major Job Attitudes?

- **Job Satisfaction**

- ✓ The cumulative positive and/or negative feelings that an individual holds toward his or her job
- ✓ A person will hold a positive attitude if he or she has a high level of satisfaction and vice versa
- ✓ When we talk about attitude, we generally speak about job satisfaction because they are inter-related in OB



What are the Major Job Attitudes?

- **Job Involvement**
 - ✓ The degree to which a person identifies himself (psychologically) with his or her job
 - ✓ Actively participates and considers his perceived performance level important to self-worth
 - ✓ Employees with a high level of job involvement strongly identify with and really care about their work

What are the Major Job Attitudes?

- Closely related concept: psychological empowerment.
 - ✓ Employees' beliefs in the degree to which they influence their work environment, their competence, the meaningfulness of their job, and their perceived freedom



What are the Major Job Attitudes?

- **Organizational Commitment**

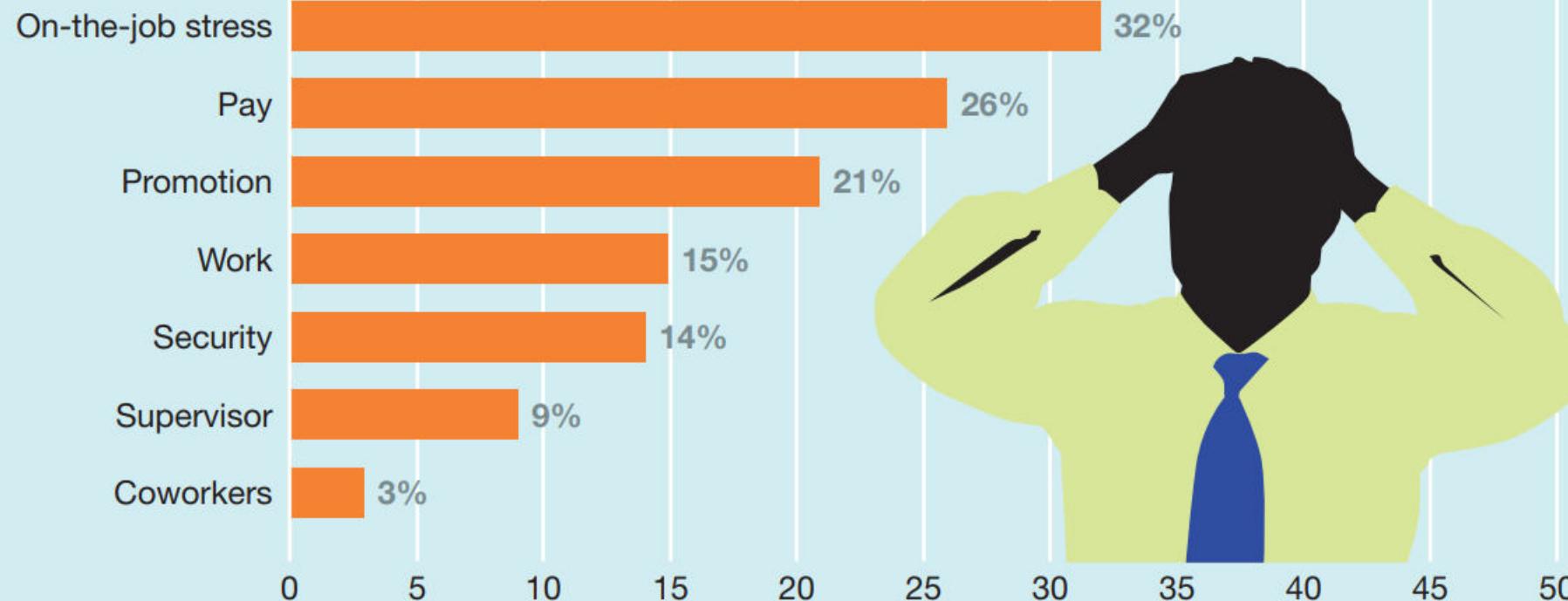
- ✓ It refers to the degree to which an employee identifies himself with the organizational goals and wishes to maintain membership in the organization
- ✓ Positive psychological attachment to the organization is most desirable
- ✓ Organizational commitment depends upon the degree of autonomy & freedom job and job enrichment factor

What are the causes of Job Dissatisfaction?

OB Poll

What Are the Main Causes of Job Dissatisfaction?

% Dissatisfied with Aspect of Job



Source: L. Saad, "On-the-Job Stress Is U.S. Workers' Biggest Complaint," Gallup Poll (August 30, 2010), www.gallup.com/.

What are the causes of Job Dissatisfaction?

Factors	Related Issues
1. Working Environment & Administration	<ul style="list-style-type: none">• Poor working environment• Poor administration• Poor management
2. Supervisors & Working Hours	<ul style="list-style-type: none">• Excessive work pressure• Excessive supervision• More working hours• Toxic managers and bosses
3. Security of Income	<ul style="list-style-type: none">• Absence of pension facilities• Absence of gratuity• Absence of provident fund facilities
4. Scope of Growth and Development	<ul style="list-style-type: none">• Low increments• Less scope of growth and development• Inappropriate performance appraisal

How employee attitudes influence Customer Satisfaction?

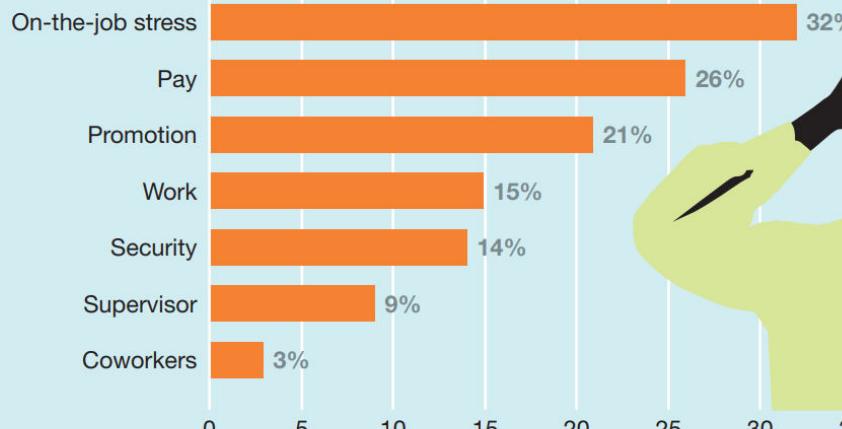
- Employee's attitude has great impact on the overall business
- If employees have poor attitude and low morale, their productivity and work quality would be drastically lower than the required standards
- An employee is the first view and a reflection of the company for a customer
- It is important for all employees to exhibit positive behavior:
 - ✓ provides a good impression
 - ✓ affects sales
 - ✓ impacts the customer attitude towards the organization and product/service

How to develop positive attitude amongst employees?

OB Poll

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1. Elimination or reduction of negative factors
2. Adopt strategies suitable to the organization and local norms and culture
3. Strategies would vary depending on country, culture, type of industry etc.

How to manage stress at the workplace



- Learn what triggers workplace stress
- Create work-life balance
- Seek professional help
- Stay organized
- Practice mindfulness
- Raise your concerns with HR or your manager
- Get plenty of sleep
- Eat a healthy diet
- Maintain close workplace relationships

How to develop positive attitude amongst employees?

- Show gratitude and practice thankfulness, appreciation
- Develop employee-organization relationship
- Avoid humiliating: while pointing out mistakes, failures
- Counselling in private, collective counselling in public
- Keep communication. Formal or informal feedback, survey etc. are always helpful
- Keep focus on the “Mission” and its relation to the attitude of the employees

PERSONALITY

The worst people are those who judge the fault of others, but blind to their own.

-Ali Ibn Abi Talib (RA)



No poverty is worse than ignorance, no wealth is better than reason, no worship is like contemplation, no goodness is like good character, and no devotion is like restraint.

- Hassan Al Basri (RA)

ORGANIZATIONAL PERSPECTIVE

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What is Personality?

- The dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment
 - Enduring characteristics that describe an individual's behavior
 - The combination of characteristics or qualities that form an individual's distinctive character
- Every personality is unique

Personality Determinants

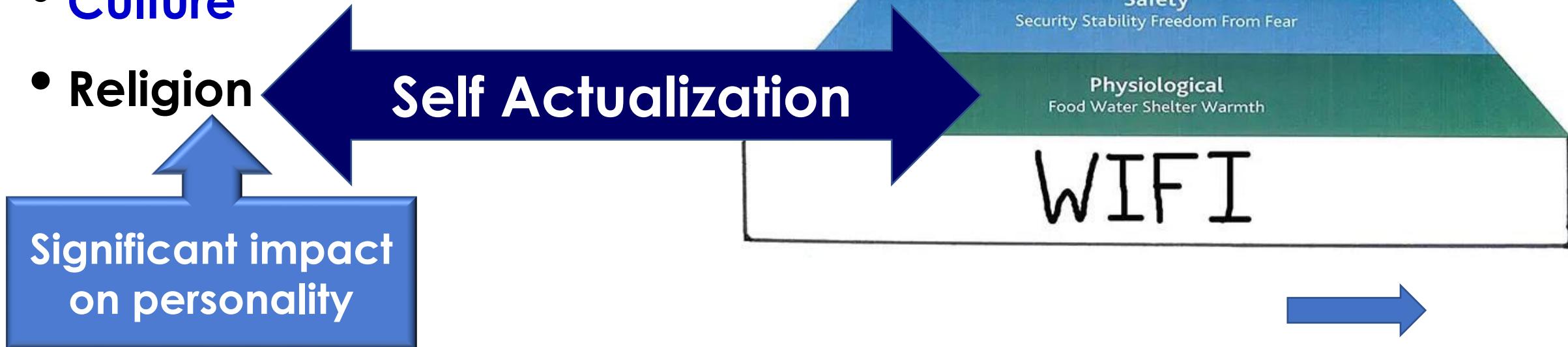
- Heredity
- Physical environment
- Social environment
- Experience
- Culture
- Religion



Significant impact
on personality

Personality Determinants

- Heredity
- Physical environment
- Social environment
- Experience
- Culture
- Religion



Myers-Briggs Type Indicator (MBTI) of Personality

- Tool to assess personality
 - Interprets response to questions
 - Questions have stimuli

Myers-Briggs Type Indicator (MBTI) of Personality

- A personality test that taps four characteristics and classifies people into 1 of 16 personality types.

- Extraverted (E) versus Introverted (I).

- ✓ Extraverted individuals are outgoing, sociable, and assertive.
 - ✓ Introverts are quiet and shy.

- Sensing (S) versus Intuitive (N).

- ✓ Sensing types are practical and prefer routine and order. They focus on details.
 - ✓ Intuitives rely on unconscious processes and look at the “big picture.”

Myers-Briggs Type Indicator (MBTI) of Personality

- A personality test that taps four characteristics and classifies people into 1 of 16 personality types.

□ Thinking (T) versus Feeling (F).

- ✓ Thinking types use reason and logic to handle problems.
- ✓ Feeling types rely on their personal values and emotions.

□ Judging (J) versus Perceiving (P).

- ✓ Judging types want control and prefer their world to be ordered and structured.
- ✓ Perceiving types are flexible and spontaneous.

Myers-Briggs Type Indicator (MBTI) of Personality

- A personality test that taps four characteristics and classifies people into 1 of 16 personality types.

Example

- ❖ These classifications together describe 16 personality types, identifying every person by one trait from each of the four pairs.
- ❖ For example: Introverted/Intuitive/Thinking/Judging people (INTJs) are visionaries with original minds and great drive.
- ❖ They are skeptical, critical, independent, determined, and often stubborn.



The Big Five Personality Model

- A personality assessment model that assesses five basic dimensions.
- These five basic dimensions underlie all others and encompass most of the significant variation in human personality.

Extraversion.

- ✓ The extraversion dimension captures our comfort level with relationships.
- ✓ Extraverts tend to be gregarious, assertive, and sociable. Introverts tend to be reserved, timid, and quiet.

The Big Five Personality Model

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□ Agreeableness.

- ✓ The agreeableness dimension refers to an individual's propensity to defer to others.
- ✓ Highly agreeable people are cooperative, warm, and trusting.
- ✓ People who score low on agreeableness are cold, disagreeable, and antagonistic.

The Big Five Personality Model

- A personality assessment model that assesses five basic dimensions.
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□ Conscientiousness.

- ✓ The conscientiousness dimension is a measure of reliability.
- ✓ A highly conscientious person is responsible, organized, dependable, and persistent.
- ✓ Those who score low on this dimension are easily distracted, disorganized, and unreliable.

The Big Five Personality Model

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Emotional Stability.

- ✓ It is a measure of person's ability to withstand stress.
- ✓ People with positive emotional stability tend to be calm, self-confident, and secure.
- ✓ Those with high negative scores tend to be nervous, anxious, depressed, and insecure.

The Big Five Personality Model

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□ Openness to Experience.

- ✓ It addresses range of interests and fascination with novelty.
- ✓ Extremely open people are creative, curious, and artistically sensitive.
- ✓ Those at the other end of the category are conventional and find comfort in the familiar.

Other Personality Traits

- **Core Self-Evaluation**
- **Machiavellianism**
- **Narcissism**
- **Self-Monitoring**
- **Risk Taking**
- **Proactive Personality**
- **Hardy Personality**

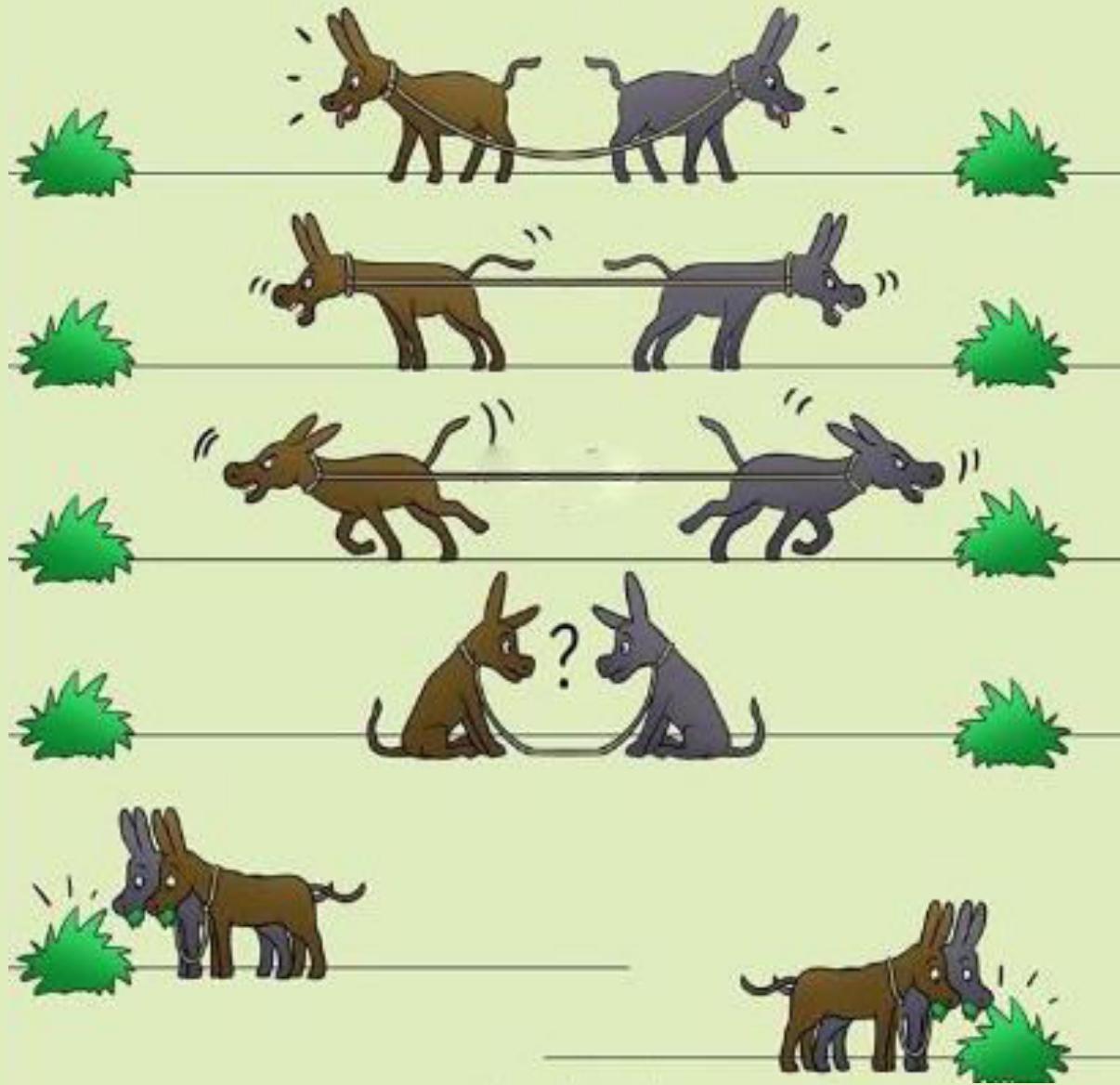
Why Personality Assessment is Important?

- Identifying personality traits helps organizations select employees and match workers to job.
- By hiring the right candidate you'll also improve the overall effectiveness of your teams.
- Person-job-fit.
- Leaders and managers must know who they lead and manage.
- Self-improvement.

Understanding Work Team



“If you want to go fast, go alone; if you want to go far, go with the team.”



Topics

- **Work Group Vs. Work Team**
- **Problem Solving Team**
- **Self-Managed Work Team**
- **Cross-Functional Team**
- **Virtual Team**
- **Team Effectiveness**
- **Team Challenges**

Reference Book: Organizational Behaviour, Stephen P. Robbins, 18th Edition

What is a team ?

- A team is comprised with several individual to **work together for a common purpose and it has common objectives and think on the same lines**
- Individuals who are not compatible with each other **can never form a team**
- They should have similar if not the same interests, thought processes, attitude, perception and likings

Work Group Vs. Work Team

Work Group

- A work group is a group that interacts primarily to share information and make decisions to help each member perform within his or her area of responsibility
- Work groups have no need to engage in collective work that requires joint effort
- There is no positive synergy of performance greater than the sum of the inputs

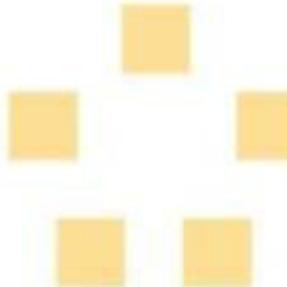
A Work Team

- Generates **positive synergy** through coordinated effort
- The individual efforts result in a level of performance **greater than the sum** of those individual inputs



Work Group Vs. Work Teams

Work groups



Work teams



Share information

Goal

Collective performance

Neutral (sometimes negative)

Synergy

Positive

Individual

Accountability

Individual and mutual

Random and varied

Skills

Complementary

Types of Teams

1. Project teams

- Functional team**
- Cross-functional team**
- Matrix team**
- Contract team**

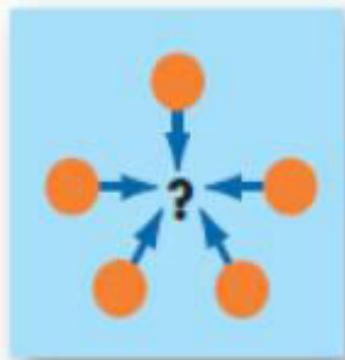
2. Operational teams

- 3. Virtual teams**
- 4. Self-managed teams**
- 5. Problem-solving teams**
- 6. Informal teams**
- 7. Leadership teams**

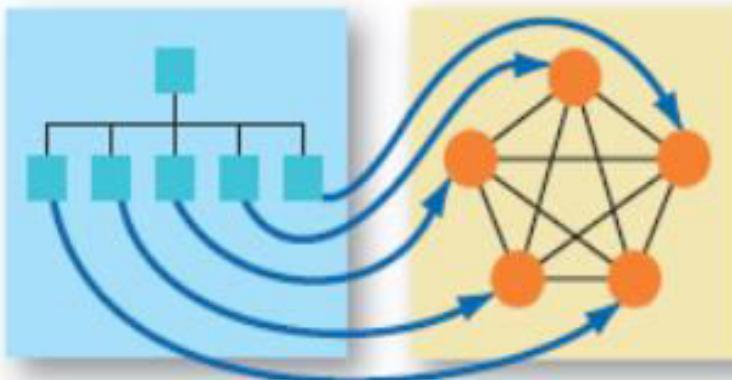
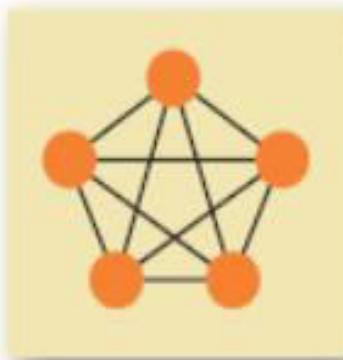
Various Types of Teams

Four most common types of teams in an organization:

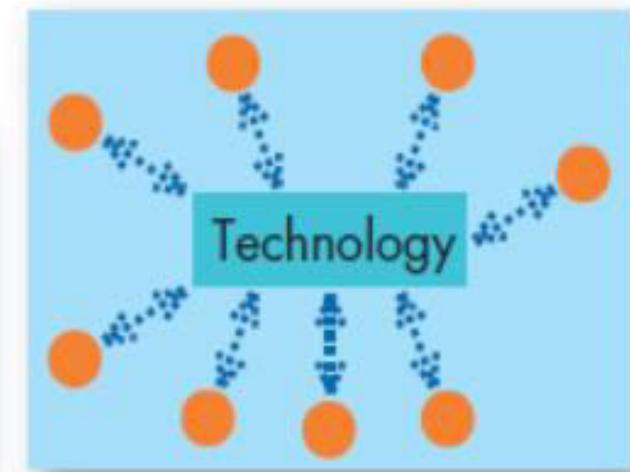
- Problem-solving Teams
- Self-managed Work Teams
- Cross-functional Teams and
- Virtual Teams



Problem-solving **Self-managed**



Cross-functional



Virtual

Problem Solving Team

- ▶ Problem-solving teams are assembled temporarily. They are usually brought together in case of a crisis or an unplanned event
- ▶ Such a team aims to resolve the issue at hand and bring the company out of the crisis
- ▶ The team consists of leaders and team members from different departments to solve the problem

Problem Solving



Self-Managed Work Team

- ▶ Self-managed teams have **no managers or leaders**. The team members, themselves are responsible for the decisions and working
- ▶ Self-managed work teams perform highly related or interdependent jobs and take on many of the responsibilities of their former supervisors.
- ▶ Typically, these tasks are planning and scheduling work, assigning tasks to members, making operating decisions, taking action on problems, and working with suppliers and customers
- ▶ Fully self-managed work teams even select their own members and evaluate each other's performance

Cross-Functional Team

Cross-functional teams, members are picked from various departments for projects that require a diverse skillset. The team is united to work together on a specific project and is often split following the completion of the project

problem-solving teams *Groups of 5 to 12 employees from the same department who meet for a few hours each week to discuss ways of improving quality, efficiency, and the work environment.*

self-managed work teams *Groups of 10 to 15 people who take on responsibilities of their former supervisors.*

cross-functional teams *Employees from about the same hierarchical level, but from different work areas, who come together to accomplish a task.*

Virtual Team

- ▶ Virtual teams are the future of the business world. Virtual teams use computer technology to unite physically dispersed members and achieve a common goal.
- ▶ They collaborate online using communication links such as wide-area networks, videoconferencing, or e-mail whether they're a room away or continents apart



They bring together creative individuals from different parts of the world, resulting in better ideas and more creativity.



Team Effectiveness

For teams to be highly effective, leaders need to create work environments and team cultures that foster and balance employee performance with well-being. Conditions that can optimize the effectiveness of the team:

- **Real Team** – Stability in the group membership over time
- **Compelling Direction** – A clear purpose that relies on end goals
- **Enabling Structure** – The groups dynamic must be producing good, not bad
- **Social Support** – The group must have a system to collaborate properly
- **Coaching** – Opportunities for a coach to give help

Team Effectiveness Models

Context

- Adequate resources
- Leadership and structure
- Climate of trust
- Performance evaluation and reward systems

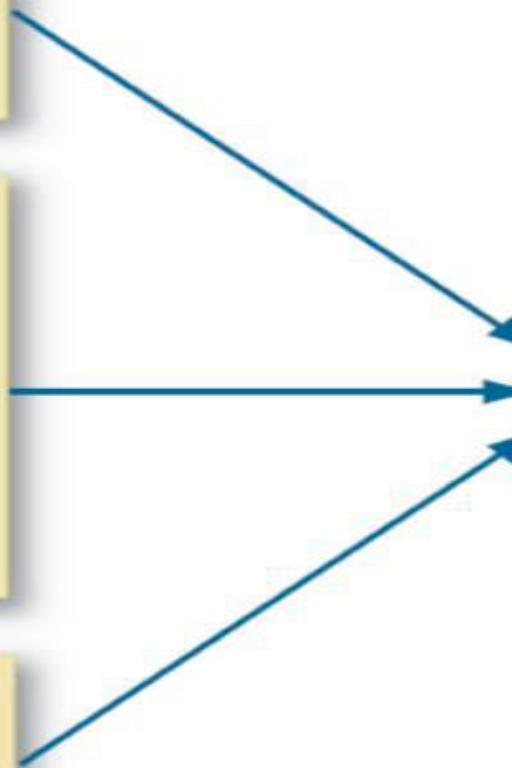
Composition

- Abilities of members
- Personality
- Allocating roles
- Diversity
- Size of teams
- Member flexibility
- Member preferences

Process

- Common purpose
- Specific goals
- Team efficacy
- Conflict levels
- Social loafing

Team effectiveness



Disadvantages of Teams

- ➔ Team **decision** - making takes longer
- ➔ Team **effort** can be wasted effort
- ➔ The team's **success** may hang on the work of the least effective team member
- ➔ A team might gain momentum in the **wrong direction**

Team Challenges and how to Overcome that

- ➔ Lack of clarity
- ➔ Trust issues
- ➔ Personality conflicts
- ➔ Withholding information
- ➔ Lack of communication
- ➔ Reduced engagement
- ➔ Excessive staff numbers
- ➔ Interior competition
- ➔ Philosophical differences
- ➔ Habitual clashes
- ➔ Opposing goals
- ➔ Working in isolation
- ➔ Lack of self-awareness
- ➔ Skill overlap





“Operations keeps the lights on, strategy provides a light at the end of the tunnel, but project management is the train engine that moves the organization forward.”

Anonymous

Outline

- ➔ Operations Management
- ➔ Project Management Basics
- ➔ Goals and Boundary of Project
- ➔ Work Breakdown Structure (WBS)
- ➔ Scheduling a Project
- ➔ Project Scheduling Techniques
- ➔ Demand and Supply Forecasting
- ➔ Inventory Control

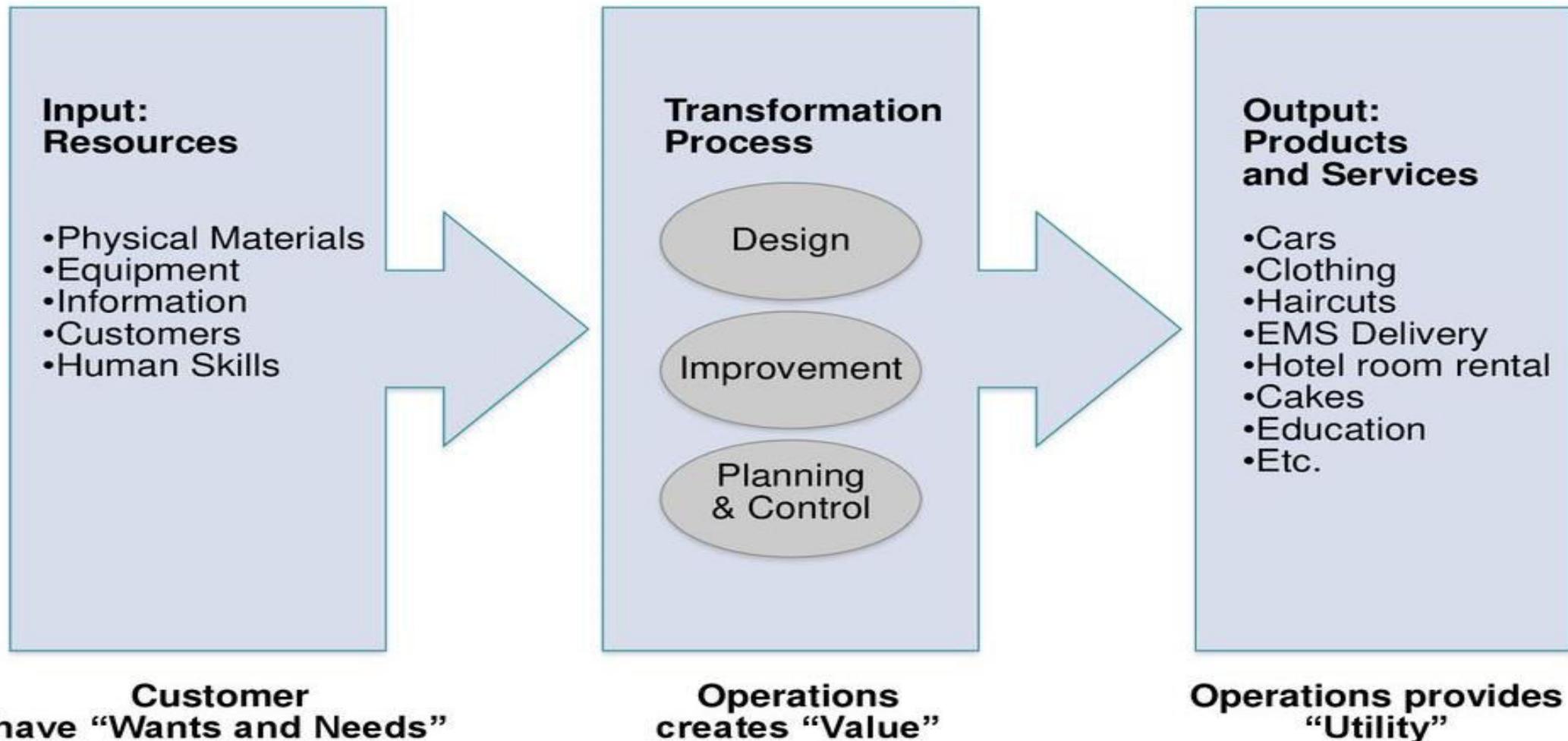


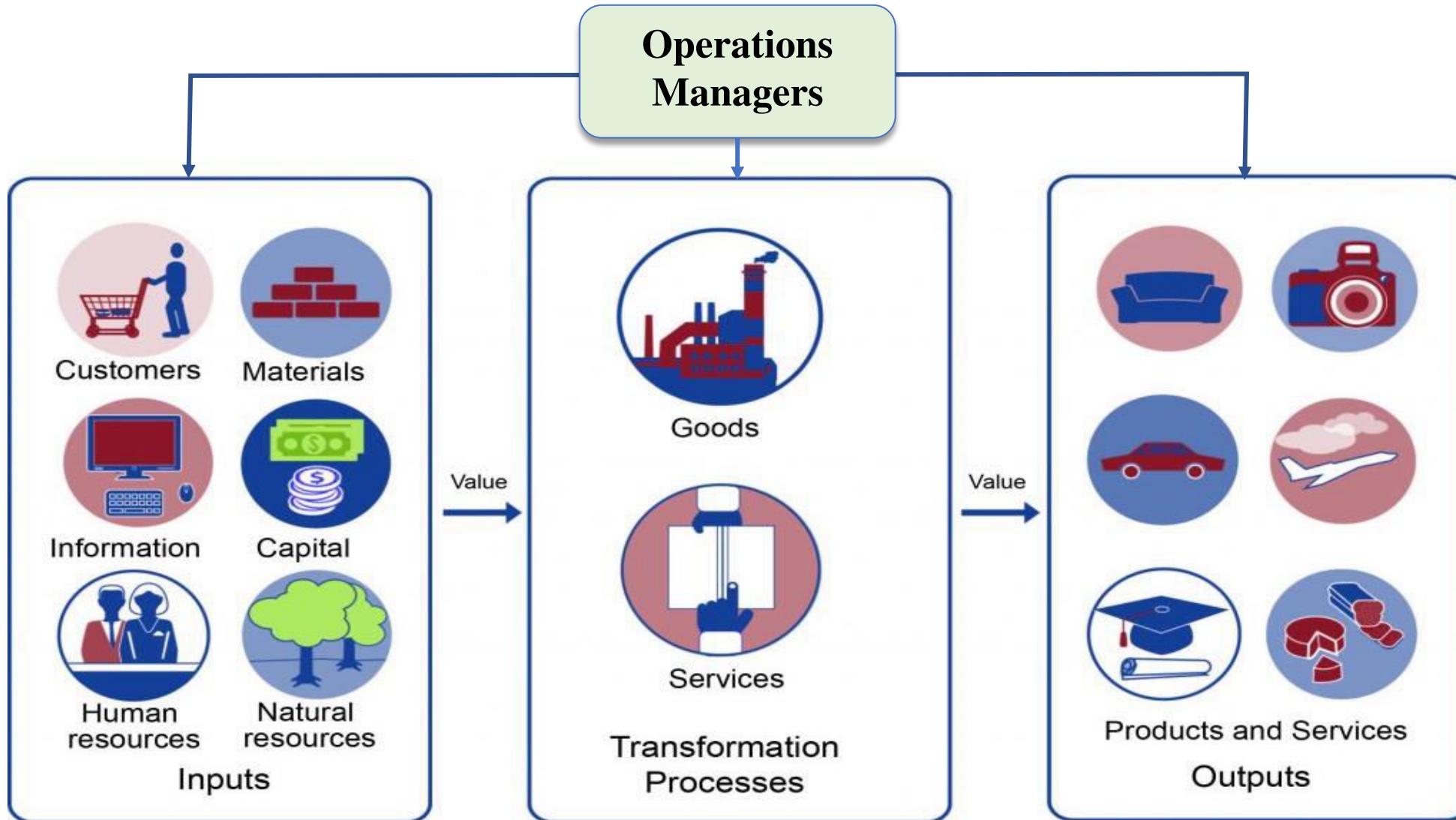
What is Operations Management?

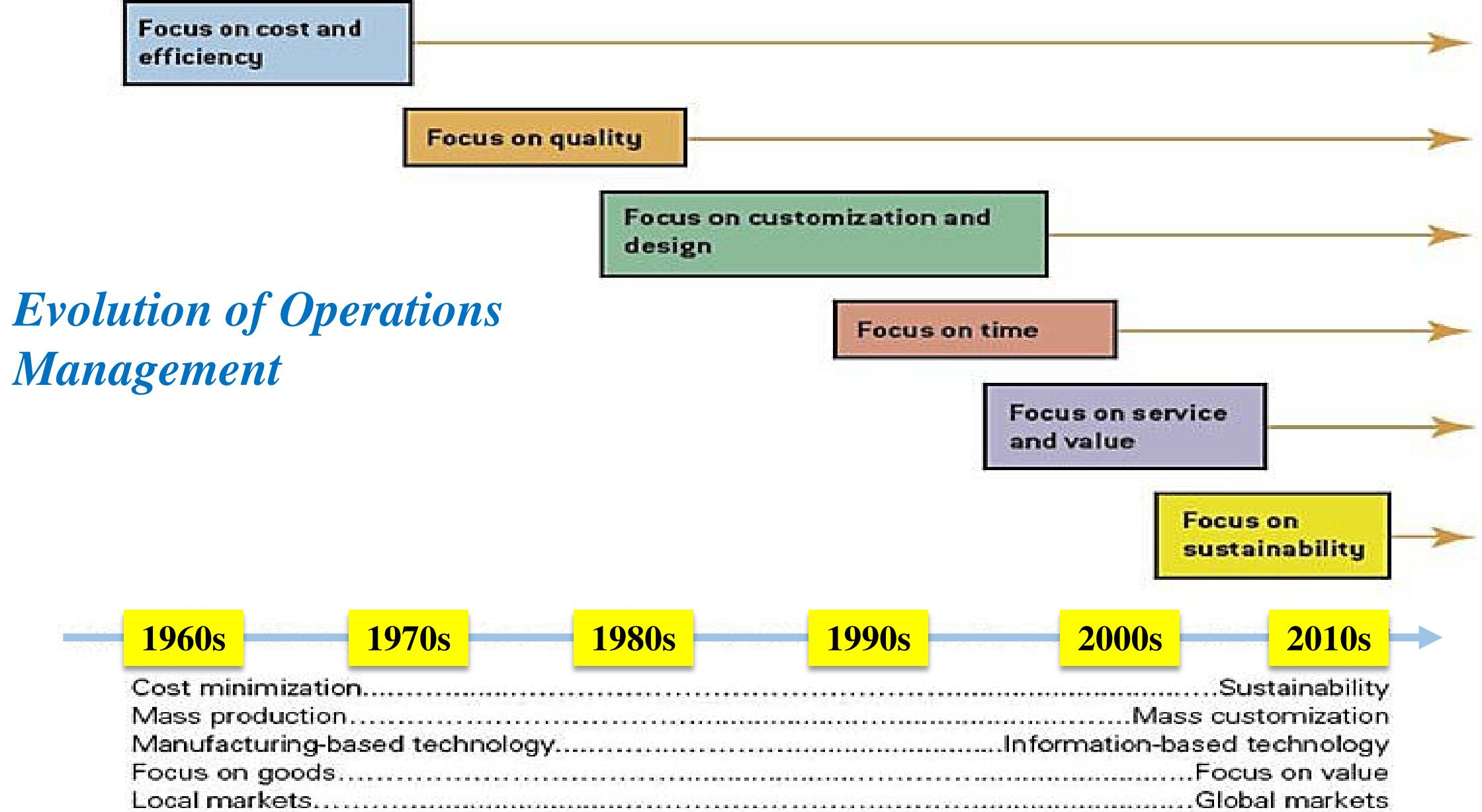
The process of **Designing, Operating, and Controlling** a productive system capable of **transforming physical resources and human talent into needed goods and services**

- The **process of converting inputs into desired outputs**
- The **management of the conversion of land, labor, capital, technology and management inputs into desired outputs** of goods or services

Operations Management









What is a project?

- ▶ A project is **a unique, transient endeavour**, undertaken to achieve **planned objectives**, which could be defined in terms of **outputs, outcomes or benefits**
- ▶ It is deemed **to be a success if it achieves the objectives according to their acceptance criteria**, within an agreed timescale and budget
- ▶ Building blocks of every project:
 - **Time**: Scheduling a collection of techniques to show when work will be performed
 - **Cost**: How are necessary funds acquired and finances managed?
 - **Quality**: How will fitness for purpose of deliverables and management be assured?

What is Project Management?

- It is the **application of processes, methods, skills, knowledge and experience** to achieve specific project objectives according to the project acceptance criteria within agreed parameters.
- The purpose is to plan and **manage a project to successfully**, complete its listed goals and deliverables
- It involves identifying and **managing risks, careful resource management, smart budgeting, and clear communication** across multiple teams and stakeholders



Operations Management Vs. Project Management

- Operations management **deals with approaching day-to-day as well as strategic business issues** systematically
- Project management **deals with planning, organizing, motivating, and controlling resources** to achieve **specific goals**
- **Projects** are defined as **unique, temporary endeavors** with a specific start and finish
- Operations constitute an organization's on-going, repetitive activities, such as accounting or production.

5 Phases of Project Management



Project Management Goals

- A project goal is the **targeted desired business outcome** that the project should achieve
- Goals imply **utilization of resources wisely, controlling budgets, or implementation of proper procedures**



Project Boundaries

- ▶ The boundaries of a project identify **what is included within project work**. It is one of the components of the scope statement called '**The Project Boundaries Identification.**'
- ▶ It is a definition of the **limits and exclusions** of the project work
- ▶ Boundaries are important for the project as they will state the **things applicable to the project and those out of the project's limits.**
- ▶ This helps the project manager to determine the content of project activities
- ▶ The boundaries are defined as measurable and auditable characteristics and are closely linked to project objectives

Project Scope Statement Example

Project Name	IVR Project		
Project Sponsor	Dave Sponsor	Project Manager	Alice Michaels
Date of Project Approval	08 March 2015	Last Revision Date	08 March 2015
Scope Description	<p>IN SCOPE:</p> <ul style="list-style-type: none">- An IVR system to handle and direct sales calls.- Setup of the IVR system ready to handle all sales enquiries- Training for the sales team on how to use the system- An administration system so the IVR system can be configured by the sales team <p>OUT OF SCOPE:</p> <ul style="list-style-type: none">- Support for any other team other than sales- The ability to route complex sales enquiries, such as partnerships etc.		
Project Deliverables	<ul style="list-style-type: none">- A customer facing IVR system- An IVR configuration system- A training manual for new and existing sales team members		
Acceptance Criteria	<p>The project will be accepted when it is agreed by the sale team that the deliverables meet their needs (deliverables signed off). The project will also be considered a success if post launch testing shows that customer satisfaction is over 5 points higher than where it is now.</p>		
Constraints	<p>The sales team are not dedicated to this project, and must fit this around their day-to-day sales jobs.</p>		

Project Scope Statement

Title	Timesheet Reporting Tool	Date	June 08, 2017
Project Manager	Nicole Hansen		
Project Justification	The Timesheet Reporting tool will be the creation of a user-friendly web based application. The application will automate the process of tracking the daily time entries made by employees		
Project Scope Description	The timesheet reporting tool will be used as a tracking tool to review the time entries by the Information Technology employees globally		
Project Objective	To create a tool to track the timesheet entries for all the Information Technology employees		
High Level Requirements	<ul style="list-style-type: none"> • User access for the tool granted to all employees • Admin access to support team • Report generation access to project managers • Enable users to remotely access the tool • Standard templates for all reports 		
In Scope	<ul style="list-style-type: none"> • Multi – level approvals for timesheets • Timesheet tasks additions to the tool by Admin access users • 'Copy Previous Week' timesheets feature • Access tool via Desktop 		
Out of Scope	<ul style="list-style-type: none"> • New project/task addition to the tool by managers • Connectivity with HRMS to update employee leaves automatically • Role based task list template • Access tool via mobile and tablet 		

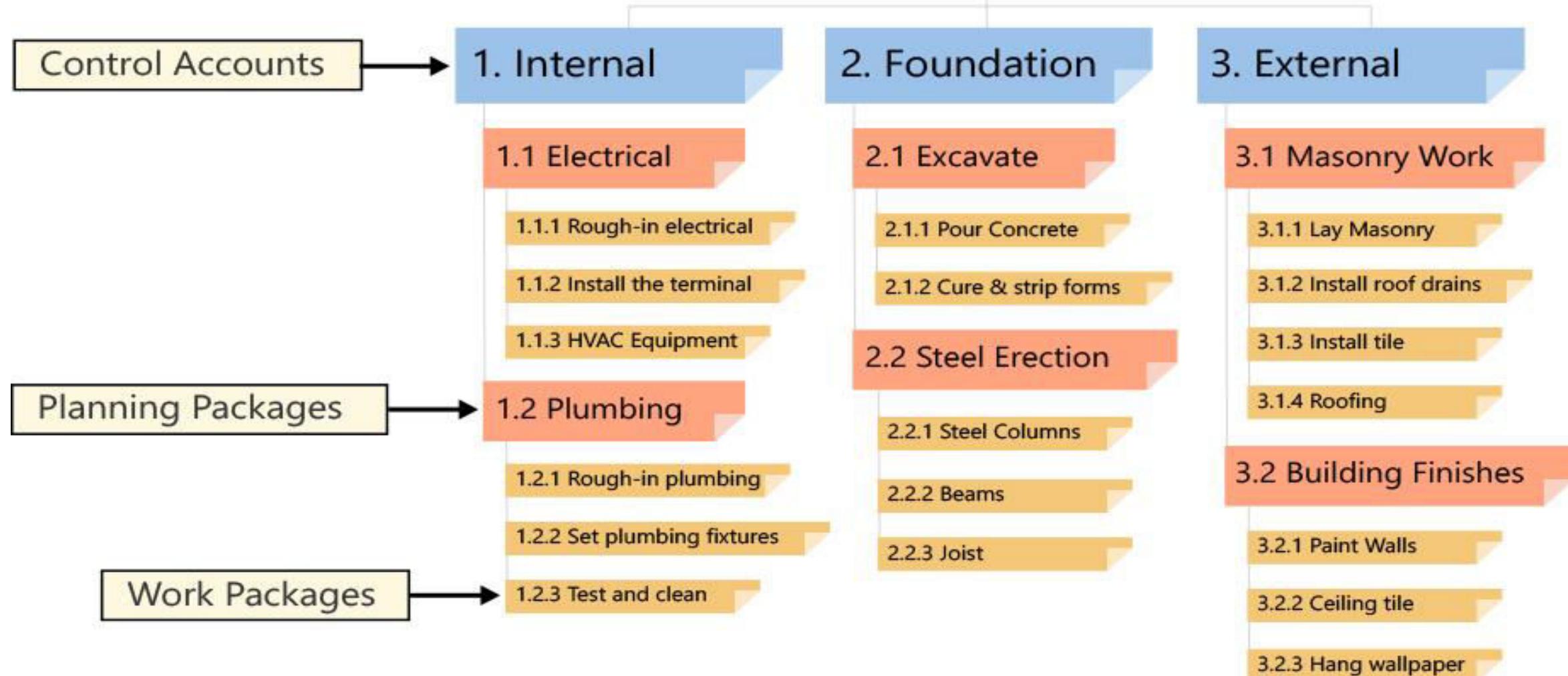


Work Breakdown Structure (WBS)

- ▶ A WBS is a hierarchical outline of the tasks required to complete a project
- ▶ The WBS ‘breaks down’ the structure of a project into manageable deliverables
- ▶ **Each deliverable is assigned a task, or series of tasks that can be further broken down into subtasks to meet the needs of the project**
- ▶ The advantage of using a WBS as part of project lifecycle management is that **it takes large, complex projects and breaks them into smaller, more manageable tasks** that can be assigned to specific people or teams to deliver

Work Breakdown Structure (WBS)

Construction of a House



WBS Work Packages and Control Accounts

Dynamics 365 | Operations | Project & portfolio management > Common > Projects > All projects

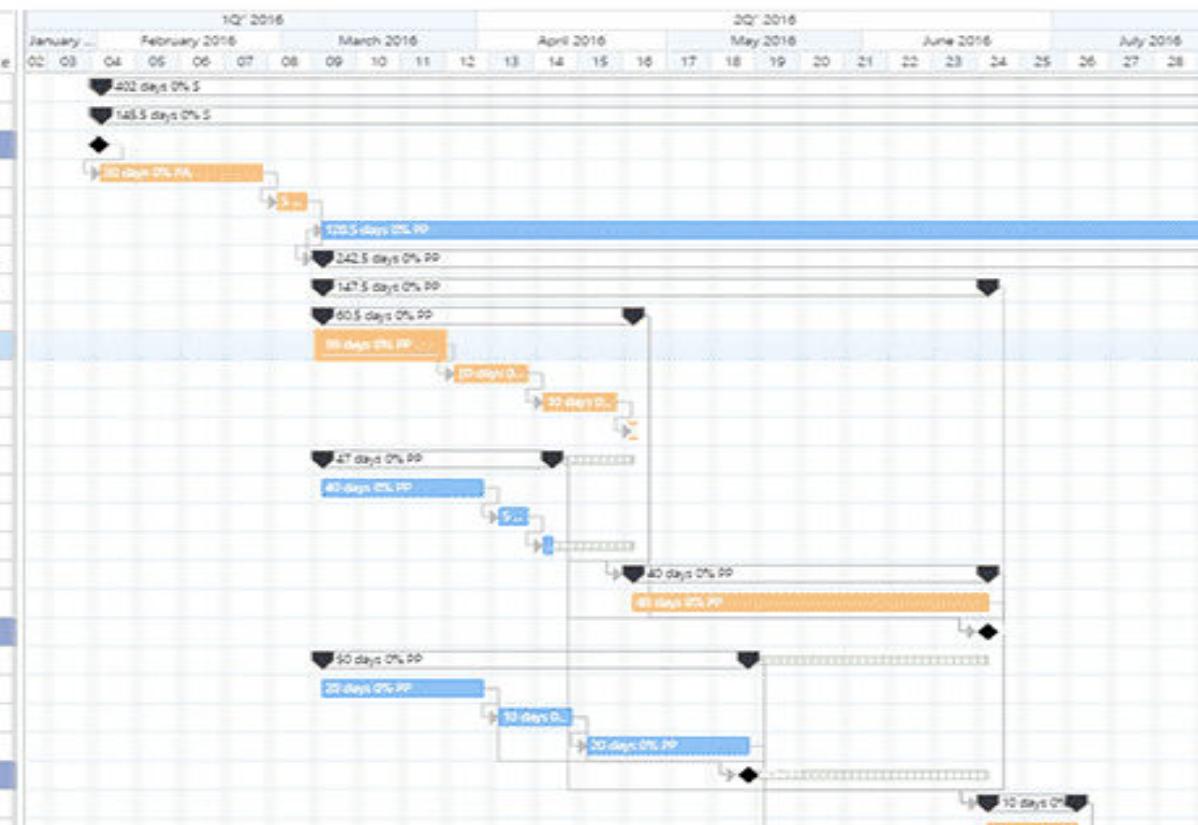
Save + New task + New sub task Delete FUNCTIONS WORKFLOW PROJECT LEVEL OPTIONS TRANSACTIONS OPTIONS

MANAGE PROJECT WBS - DMO-001 : CRANE & SON

Grid view Start Show baseline Compare to Move Gantt display mode

Compact Start 2/1/2016 Show baseline Compare to Move Gantt display mode

ID SID Title Start Finish Predecessors Role assignments Duration Work estimate

0	0	Crane & Son	Mon 2/1/2016	Fri 9/9/2016		159 days	402 days	
1	1	Administration	Mon 2/1/2016	Mon 8/22/2016		145 days	145.5 days	
2	1.1	Contract signed	Mon 2/1/2016	Mon 2/1/2016				
3	1.2	- Technical drawings	Mon 2/1/2016	Fri 2/26/2016	2	PE	20 days	20 days
4	1.3	- Procurement plan	Mon 2/1/2016	Fri 3/4/2016	3	PCM	5 days	5 days
5	1.4	- Project management	Mon 2/1/2016	Mon 3/7/2016	655	PM	120 days	120.5 days
6	2	Manufacturing	Mon 3/7/2016	Mon 8/22/2016	4		120 days	242.5 days
7	2.1	Engine	Mon 3/7/2016	Mon 6/20/2016			75 days	147.5 days
8	2.1.1	Part 1	Mon 3/7/2016	Mon 4/25/2016			35 days	60.5 days
9	2.1.1.1	- Molding	Mon 3/7/2016	Fri 3/25/2016		MOLD, FAC	15 days	30 days
10	2.1.1.2	- Pressing	Mon 3/7/2016	Fri 4/8/2016	9	PRESS, FAC	10 days	20 days
11	2.1.1.3	- Assembly	Mon 3/7/2016	Fri 4/22/2016	10	ASM	10 days	10 days
12	2.1.1.4	- QA	Mon 3/7/2016	Mon 4/25/2016	11	QC	0.5 day	
13	2.1.2	Part 2	Mon 3/7/2016	Tue 4/12/2016			27 days	47 days
14	2.1.2.1	- Pressing & Cutting	Mon 3/7/2016	Fri 4/1/2016		PRESS, CUT, FAC	20 days	40 days
15	2.1.2.2	- Assembly	Mon 3/7/2016	Fri 4/8/2016	14	ASM	5 days	5 days
16	2.1.2.3	- QA	Mon 3/7/2016	Tue 4/12/2016	15	QC	2 days	2 days
17	2.1.3	Part 3	Mon 3/7/2016	Mon 4/25/2016	13,8		39 days	40 days
18	2.1.3.1	- Subcontractor work	Mon 3/7/2016	Mon 4/25/2016		SUBCON	39 days	40 days
19	2.1.3.2	Engine complete	Mon 3/7/2016	Mon 6/20/2016	8,13,18			
20	2.2	Control system	Mon 3/7/2016	Fri 5/13/2016			50 days	50 days
21	2.2.1	- Wiring	Mon 3/7/2016	Fri 4/1/2016		PE	20 days	20 days
22	2.2.2	- Assembly	Mon 3/7/2016	Fri 4/15/2016	21	ASM	10 days	10 days
23	2.2.3	- QA	Mon 3/7/2016	Fri 4/18/2016	22	QC	20 days	20 days
24	2.2.4	Control system complete	Mon 3/7/2016	Fri 5/13/2016	22,21,23			
25	2.3	Outer Casing	Mon 3/7/2016	Mon 7/4/2016	20,7,13...		9 days	10 days
26	2.3.1	- Assembly	Mon 3/7/2016	Mon 7/4/2016	24,25	ASME	0 hours	10 hours


Details

ROLE ASSIGNMENTS DETAILS RESOURCE USAGE MATCHING RESOURCES ATTRIBUTE FILTER CAPACITY ALLOCATION DETAILS

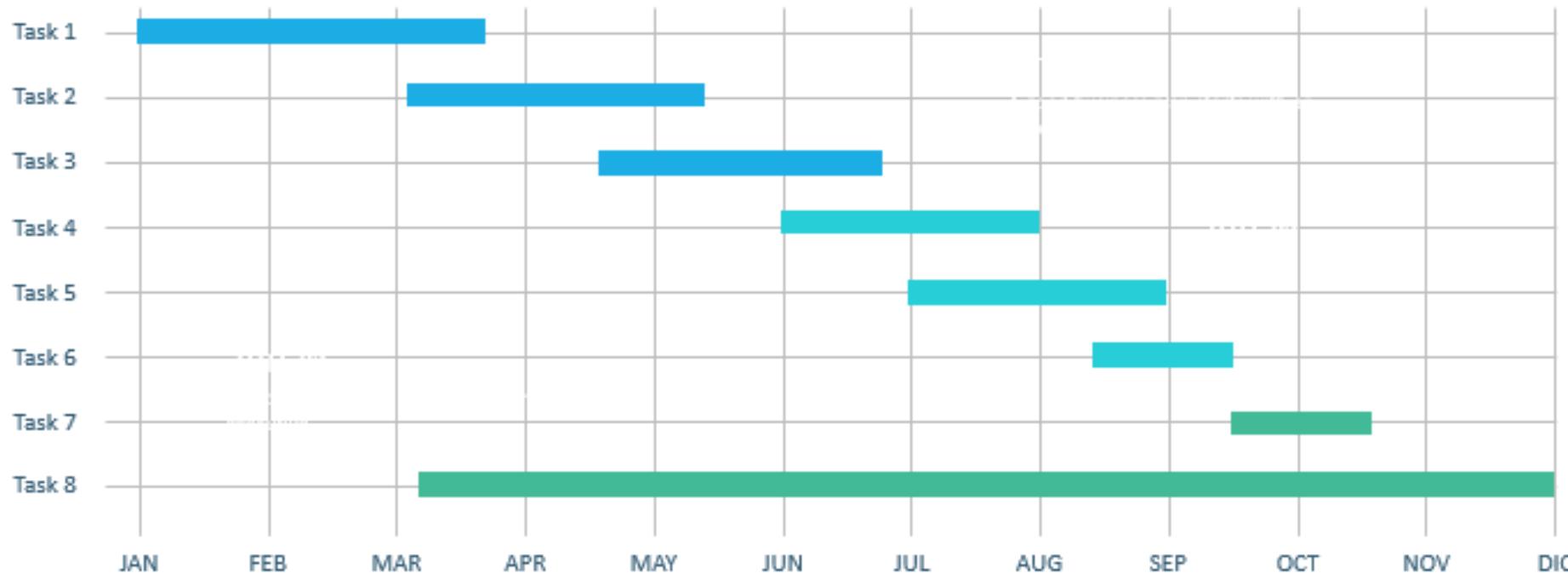
Capacity planning mode Start date Zoom Show capacity

Assignment	3/7/2016	3/8/2016	3/9/2016	3/10/2016	3/11/2016	3/12/2016	3/13/2016	3/14/2016	3/15/2016	3/16/2016	3/17/2016	3/18/2016	3/19/2016	3/20/2016	3/21/2016	3/22/2016	3/23/2016	3/24/2016
FAC	8 hrs	8 hrs	8 hrs	8 hrs	8 hrs			8 hrs		8 hrs	8 hrs	8 hrs	8 hrs					
MOLD	8 hrs	8 hrs	8 hrs	8 hrs	8 hrs			8 hrs		8 hrs	8 hrs	8 hrs	8 hrs					

WBS Components: The parts of the WBS

- 1. Tasks** – A number, ID, title, and description of each task.
- 2. Task Owner** – Who is responsible for completing the task.
- 3. Task Dependency and Predecessors** – Linking two tasks if depends on the other
- 4. Start and Finish Date of Task** – Time each task may take; ultimately the project
- 5. Duration** – How long will each task take on the calendar (days or hours)
- 6. Work Estimate** – How many hours/ days of work are required to complete
- 7. Task Status** – Whether each task is assigned to an owner, started, in progress, late, complete, etc.
- 8. Gantt Chart** – A visualization of the WBS with tasks represented graphically over time.

Project Scheduling Management



What is a Project Schedule?

- ▶ A project schedule is **a timetable that organizes tasks, resources and due dates in an ideal sequence** so that a project can be completed on time
- ▶ Created during the planning phase and includes:
 - A project timeline with start dates, end dates and milestones
 - The work necessary to complete the project deliverables
 - The costs, resources and dependencies associated with each task
 - The team members that are responsible for each task

Scheduling a Project

- A project management schedule is a **calendar or timeline that project managers use to keep track of tasks and deadlines**
- Managers schedule start and end dates for individual tasks within the project timeline to make sure the entire project advances at an appropriate speed.

Project Scheduling Techniques



Gantt chart

A Gantt chart, named after the **designer, Henry Gantt**, is an easy-to-use graphical tool that helps operations managers determine the status of projects.



Sample GANTT CHART to produce one hundred Teddi Bears

Activity/Day	1	2	3	4	5	6	7	8	9	10	11	12	13
Cut fur													
Sew and stuff fur													
Cut material													
Sew clothes													
Embroider t-shirt													
Cut accessories													
Sew accessories													
Dress bears													
Package bears													
Ship bears													

Lot size: 100 bears

All activities are scheduled to start at their earliest start time

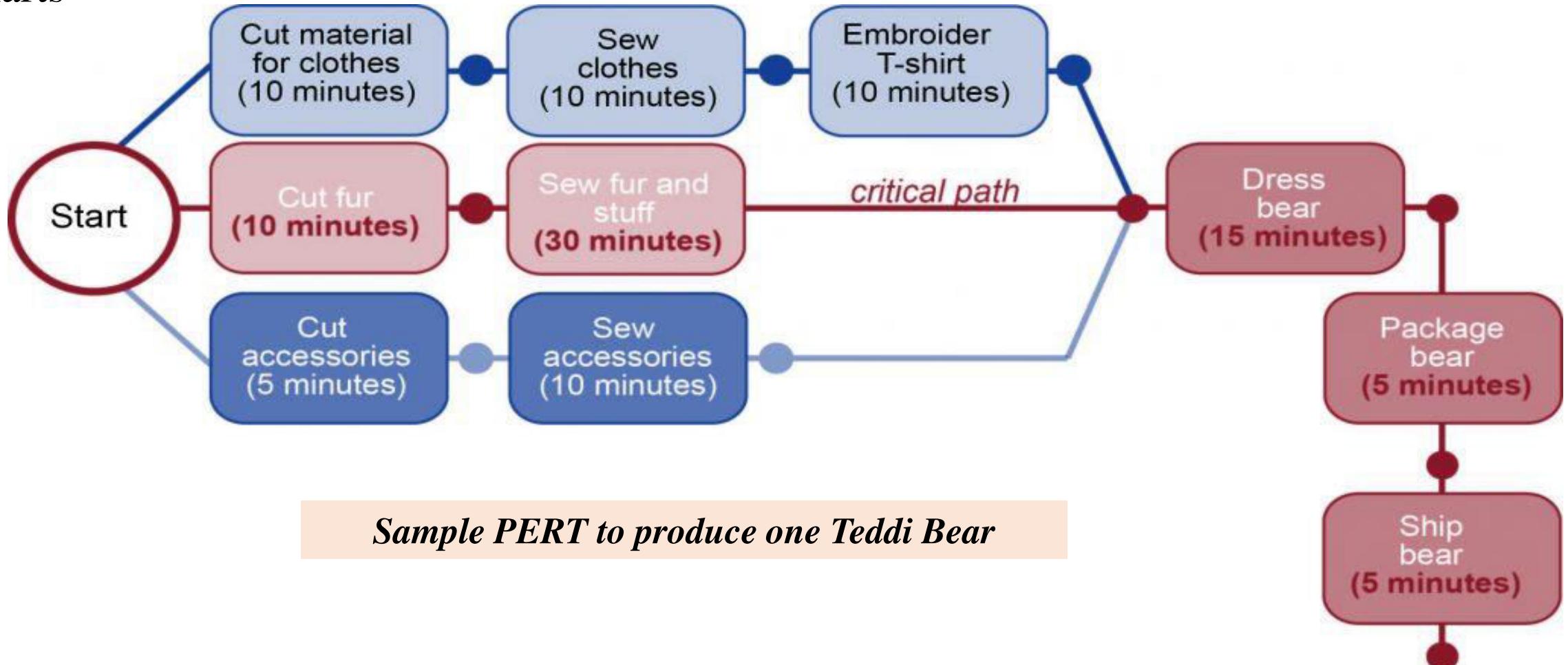
Completed work

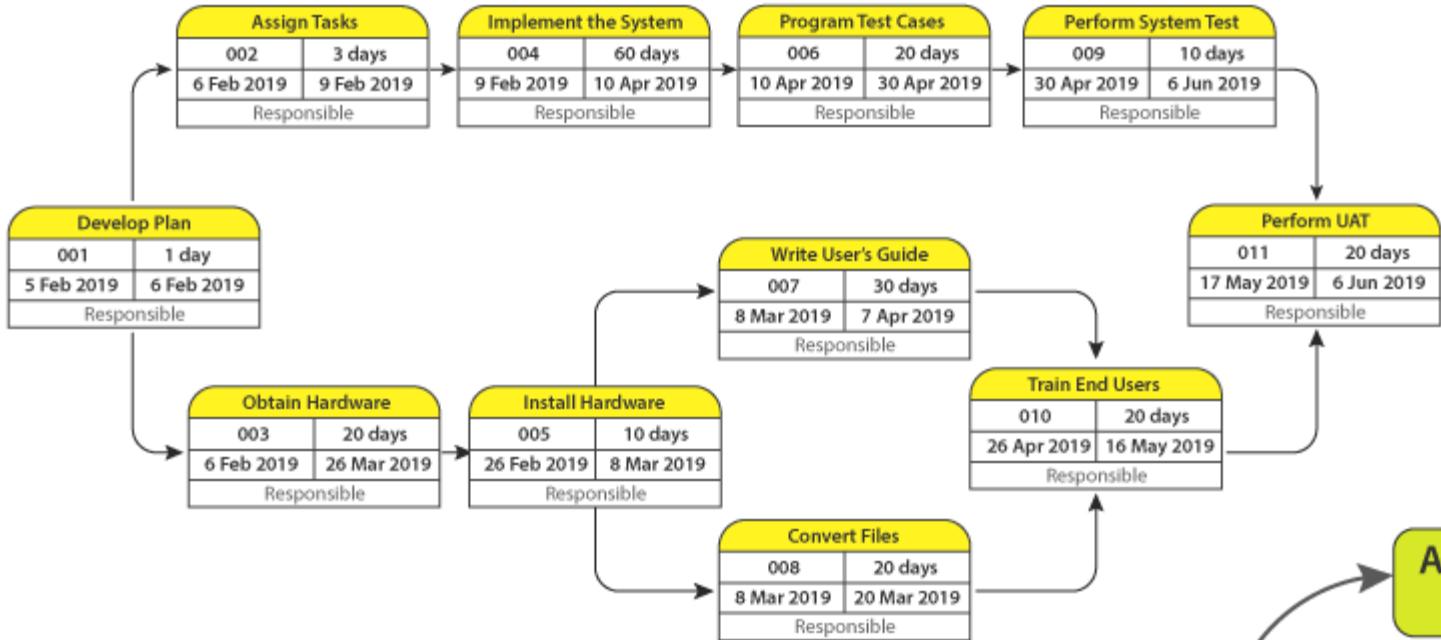


Work to be completed

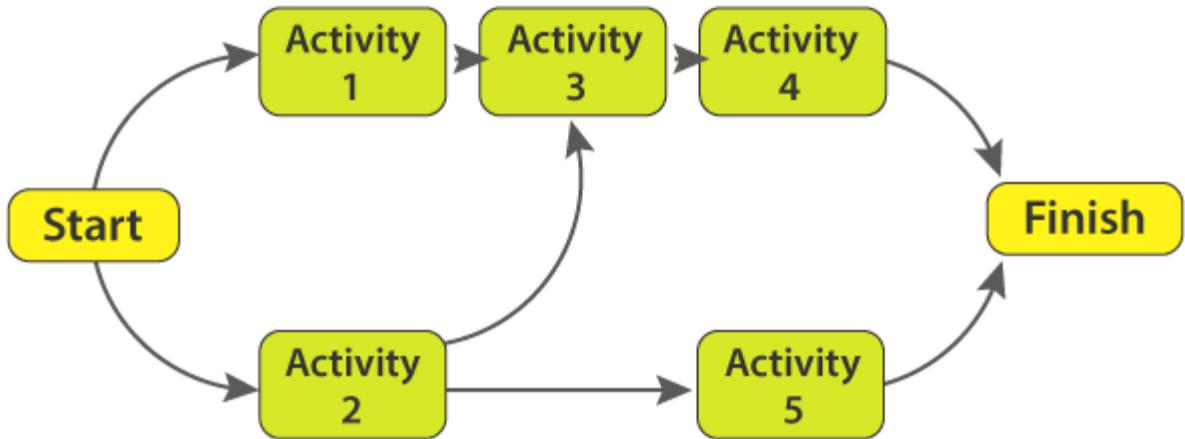
PERT: Program Evaluation and Review Technique

For more complex schedules, activities are interrelated operations managers may use PERT charts





PERT Vs. CPM



PERT is a popular project management technique applicable when the time required to finish a project is not certain

CPM is a statistical algorithm which has a certain start and end time for a project

Project Professional (Trial)

FILE TASK RESOURCE REPORT PROJECT VIEW FORMAT

Subproject Apps for Office Project Information Custom Fields Links Between Projects WBS Change Working Time Calculate Project Set Baseline Move Project Schedule Status Proofing

Insert Apps Properties

Start 26 Aug '12 02 Sep '12 09 Sep '12 16 Sep '12 23 Sep '12 Finish

Thu 23-08-12 Phase #1 Thu 23-08-12 - Mon 03-09-12

Tue 04-09-12 - Tue 18-09-12 Phase #2

Wed 19-09-12 - Wed 26-09-12 Phase #3

Wed 26-09-12

1 Task Name Dura Start Finish Predecessors Resource Names Add New Column

1 Phase #1 8 days Thu 23-08-12 Mon 03-09-12

2 Softpedia Task 1 3 days Thu 23-08-12 Mon 27-08-12

3 Softpedia Task 2 3 days Tue 28-08-12 Thu 30-08-12

4 Scenario Test Pass 0 days Thu 30-08-12 Thu 30-08-12

5 Phase 2 Planning 2 days Fri 31-08-12 Mon 03-09-12

6 Phase #2 11 days Tue 04-09-12 Tue 18-09-12

7 Task 3 3 days Tue 04-09-12 Thu 06-09-12

8 Task 4 3 days Fri 07-09-12 Tue 11-09-12

9 Story 7 3 days Wed 12-09-12 Fri 14-09-12

10 Scenario Test Pass 0 days Fri 14-09-12 Fri 14-09-12

11 Phase 3 Planning 2 days Mon 17-09-12 Tue 18-09-12

12 Phase #3 6 days Wed 19-09-12 Wed 26-09-12

13 Task 5 3 days Wed 19-09-12 Fri 21-09-12

14 Task 6 3 days Mon 24-09-12 Wed 26-09-12

15 Final Test Pass 0 days Wed 26-09-12 Wed 26-09-12

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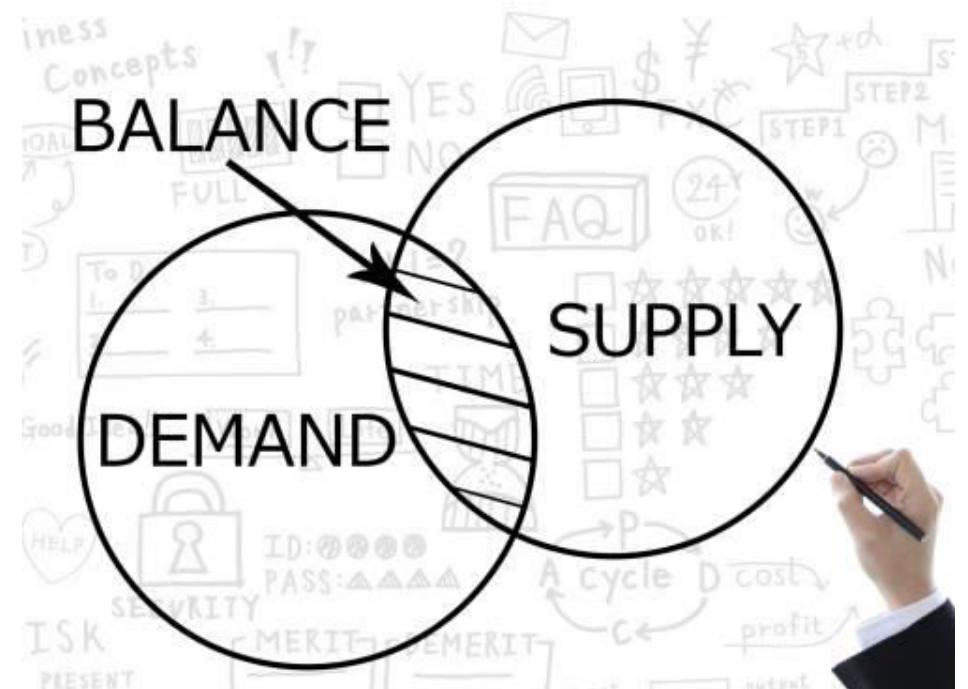


Demand and Supply Forecasting

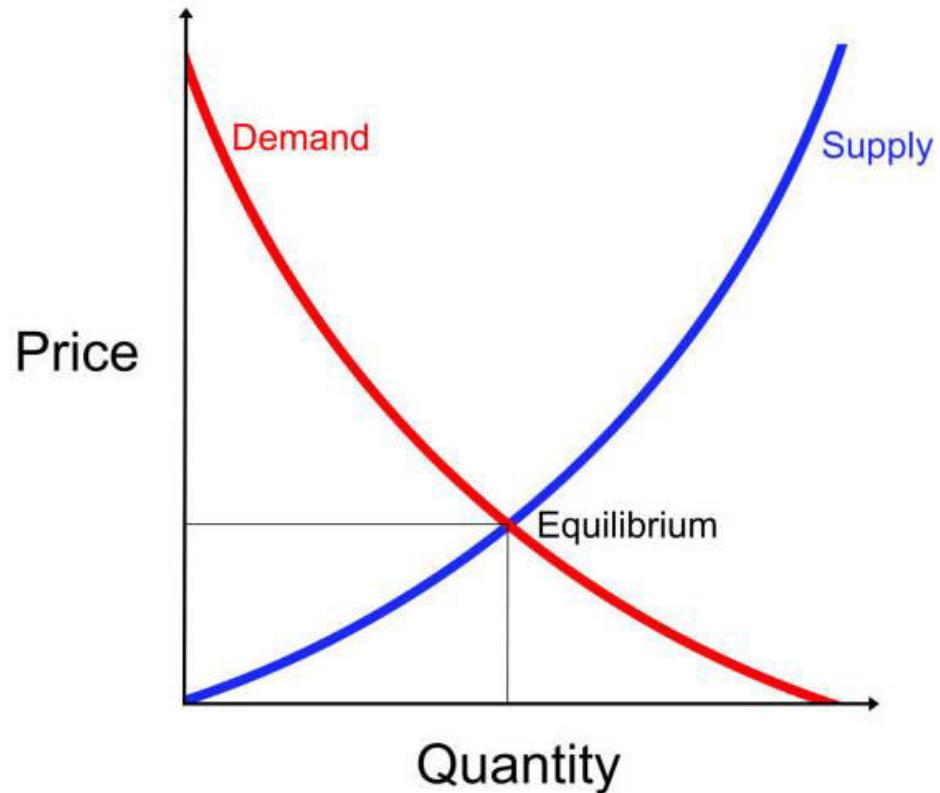
Demand and Supply Forecasting

What is Demand Forecasting?

- Demand forecasting refers to the **process of planning or predicting the demand** of materials to ensure **delivery the right products in the right quantities to satisfy customer demand** without creating a surplus
 - Forecast error can result in creating a surplus, which is both wasteful and costly



Demand and Supply Forecasting



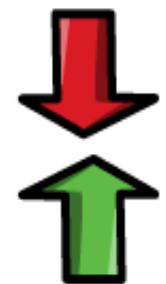
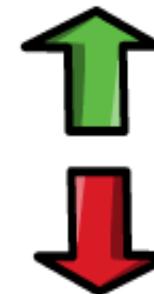
Law of Supply and Demand



If price increases:

If price decreases:

Supply Demand



Ceteris Paribus

How Can Demand Forecasting Benefit Operations/ Projects

- ▶ **Reduced Uncertainty** –Can remove uncertainty, ensuring supply-related functions are adequately resourced, and managers are better informed to make effective decisions
- ▶ **Enhanced Supply Infrastructure** –Demand forecasting supports enhanced supply chain management by optimising capacity, stock replenishment, and the streamlined management of warehouse personnel.
- ▶ **Increased Revenue** – Optimal product availability, so you never miss a sale
- ▶ **Reduced Need for Safety and Surplus Stock** –Demand forecasting reduces the need for safety stock, so you can cut inventory costs while focusing on the most profitable products.
- ▶ **Improved Fulfilment = Better Long-term Customer Advocacy** –Improving order fulfilment through accurate demand forecasting can encourage repeat customer boosting your revenue/ customer base.

What is Inventory Control?

- Also called **stock control**, is the process of **managing the inventory levels, at own warehouse or spread over other locations**. It ensures managing inventory levels to ensure the optimal amount of each product
- Proper inventory control can keep track of purchase orders and supply chain functional
- An inventory control system also monitors their movement, usage, and storage



What is Inventory Control?

- An inventory control system helps with forecasting and allow to set reorder points.
Inventory control can include:
 - *Barcode scanner integration*
 - *Complete inventory counts*
 - *Keeping track of physical inventory with sales and purchase orders*
 - *Product details, locations, and histories*
 - *Reports and adjustments*

Methods of Inventory Control

- Using Inventory Optimization Tools
- ABC Analysis
- Batch Making
- Economic Order Quantity
- Barcode Scanning



Human Resources Management



“

Hire character.
Train skill.

Peter Schutz

Outline

- **Human Resources (HR)** ‣ **Forecasting Demand for Labour**
- **Evolution of HR** ‣ **Staffing**
- **HR Planning** ‣ **Internal Supply of Labours**
- **HRD** ‣ **Performance Appraisals**

What is HR?

- ▶ Human Resource Management (HRM or HR) is the strategic approach to the **effective and efficient management of people in an organization**, to gain a competitive advantage
- ▶ It is designed to **maximize employee performance** in service of an employer's strategic objectives

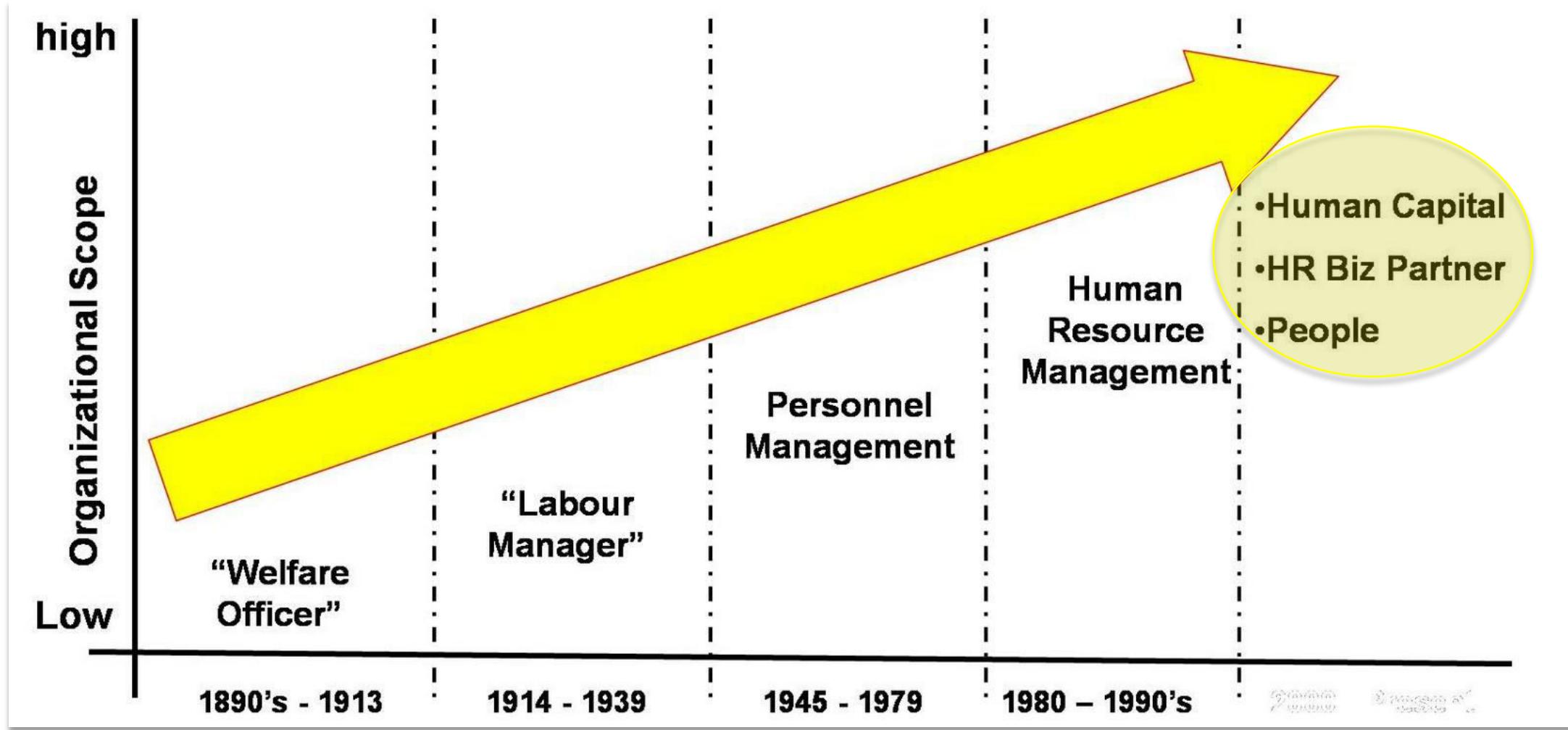


Evolution of Human Resources Management

Evolution of HRM

- ▶ The HR field began to take shape in 19th century Europe
- ▶ Robert Owen (1771-1858) and Charles Babbage (1791-1871) promoted HR during the onset of **Industrial Revolution**
- ▶ They concluded that **people were crucial to success** and the **well-being of employees** important to perfect work - without **healthy workers**, the organization would not survive
- ▶ HR emerged **as a specific field in the early 20th century**, influenced by Frederick Taylor
- ▶ Taylor (1856–1915) pioneered '**Scientific Management**' and eventually focused on **workforce productivity**

Evolution of HRM



Evolution of HRM

What is Human Capital?

- The term refers to the **economic value of a worker's experience and skills**
- Human capital includes **assets like education, training, intelligence, skills, health**
- Also, other things employers value such as **loyalty and punctuality**

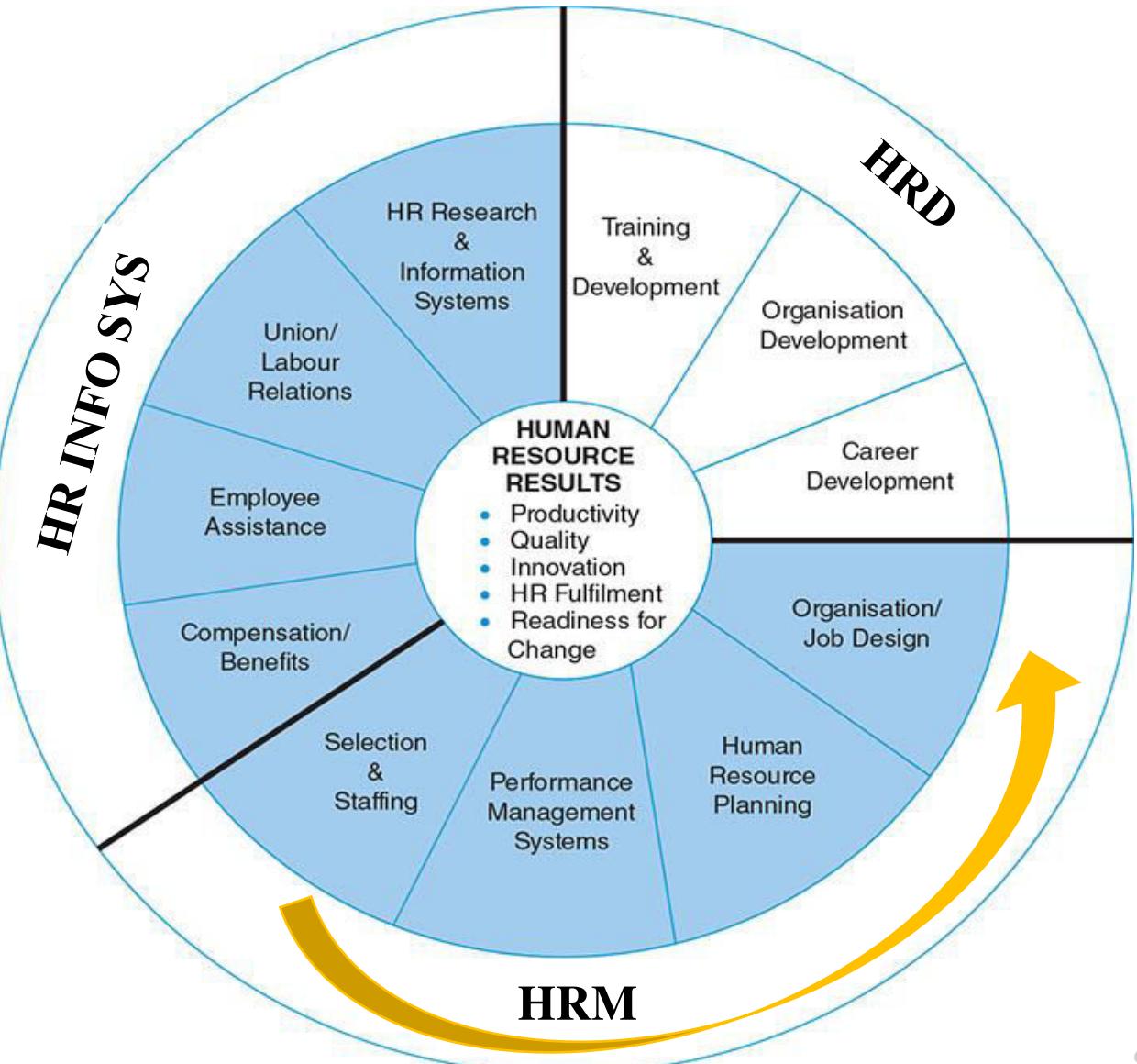


What makes up Human Capital

Evolution of HRM

The McLagan's HR Wheel...

Patricia A. McLagan came up with the model showing various dimensions of HR in 1990s



World War II and the HR

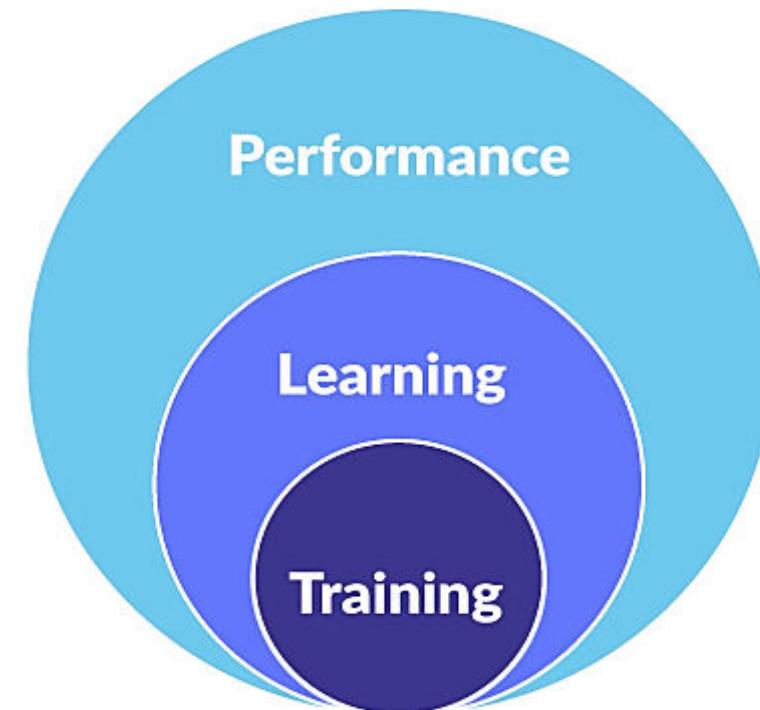
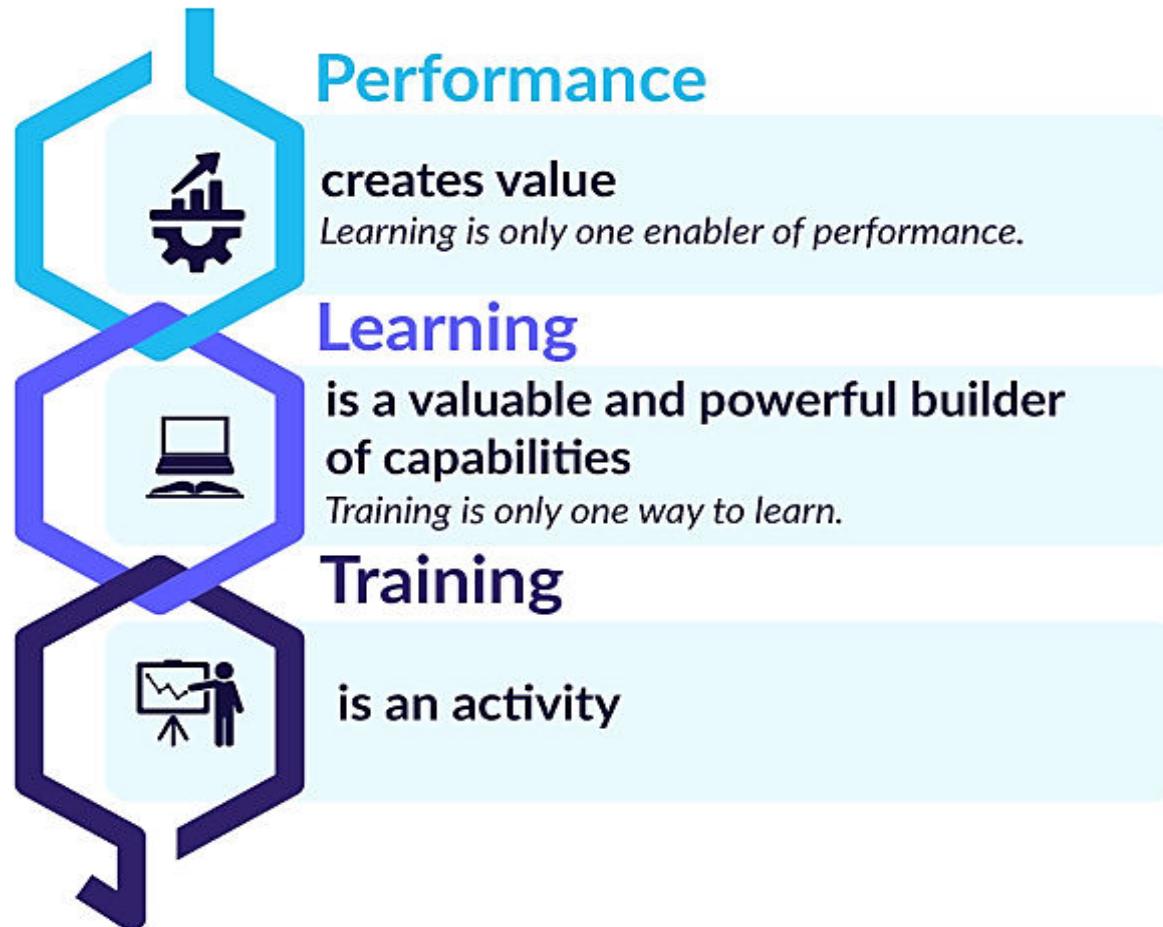
- ▶ The idea of ‘Training Within Industry (TWI) evolved during post-World War II years
- ▶ To sustain the U.S. war effort, TWI services helped boost production capacity of defence industries
- ▶ Another U.S. wartime development was the creation of the post ‘Training Director’
- ▶ The U.S. ‘**Servicemen’s Readjustment Act**’ of 1944, (**G.I. Bill**) is considered as a major success in education and training in the post-war period
- ▶ The G.I. Bill’s stirred the participation as millions of ex-servicemen to continue job training and pursued higher education
- ▶ With the funding from the U.S. military, job-oriented training got momentum

HRM Vs. HRD

HRM	HRD
Entire management process	Subset of HRM
Wider scope	Narrower focus
Emphasises on employee as a whole	Training and Development (T&D) of employees
Process	Activities

Evolution of HRM

Training, Learning and Performance...



HR Process

The HR processes involves followings:

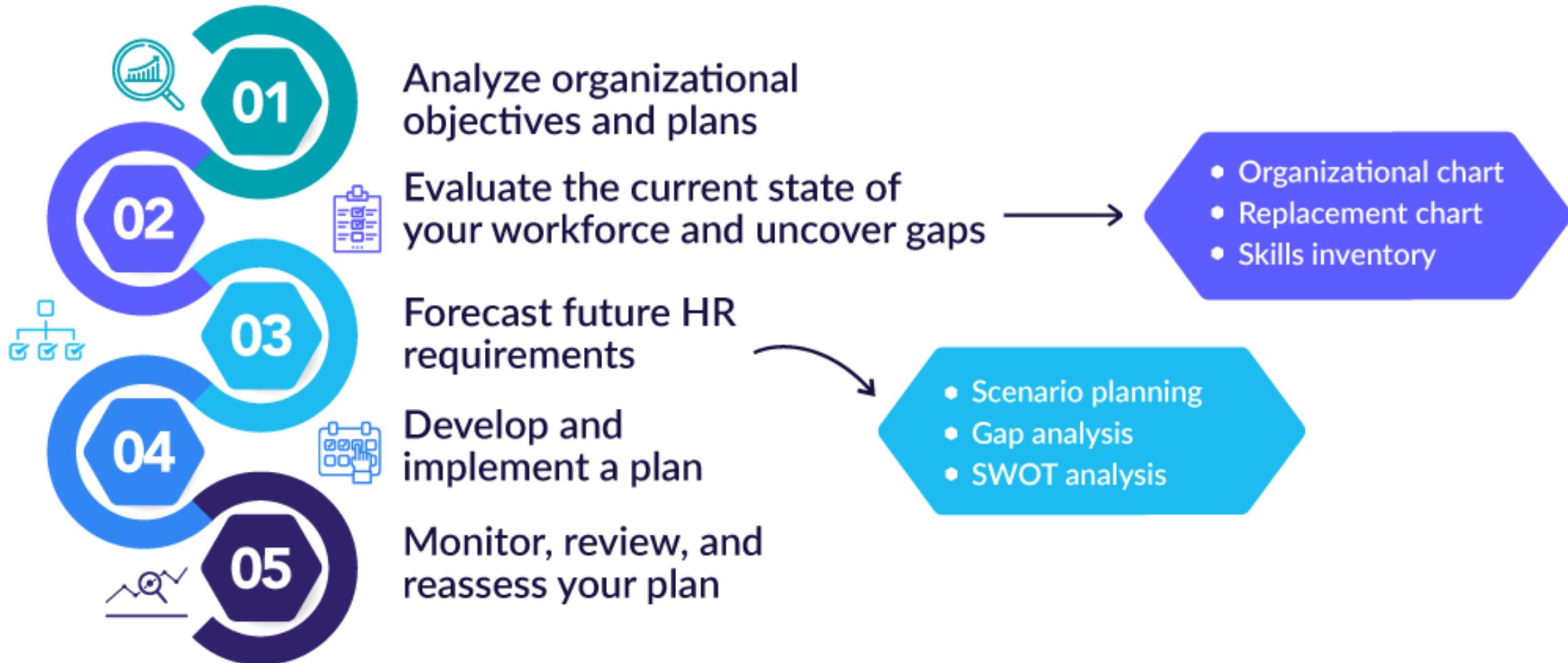
- ▶ **HR planning: *Recruitment, Selecting, Hiring, Training, Induction, Orientation, Evaluation, Promotion and Layoff etc.***
- ▶ **Employee Remuneration and Benefits Administration**
- ▶ **Performance Management**
- ▶ **Employee Relations**

HR Planning

It is the process of people forecasting. It also involves the processes of **Evaluation, Promotion and Layoff**

- ➔ **Recruitment:** It aims at attracting applicants that match a certain job criteria
- ➔ **Selection:** Aims at short listing candidates who are the nearest match in terms qualifications, expertise and potential for a certain job
- ➔ **Hiring:** Deciding upon the final candidate who gets the job
- ➔ **Training and Development (T&D):** Those processes that work on an employee onboard for his skills and abilities upgradation

HR Planning Process



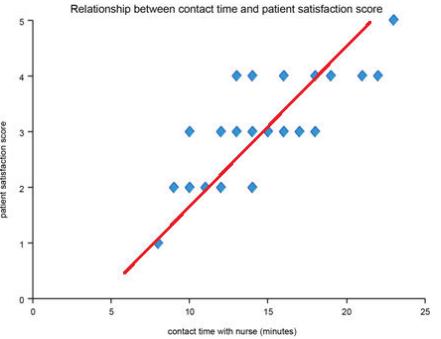
Forecasting Demand for Labour



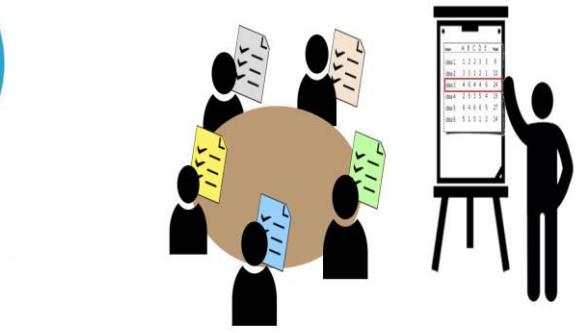
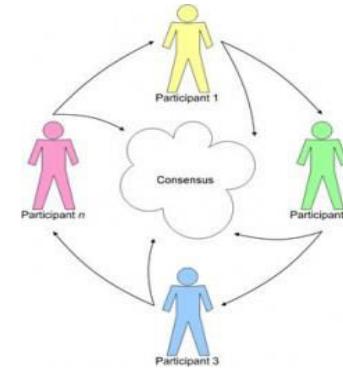
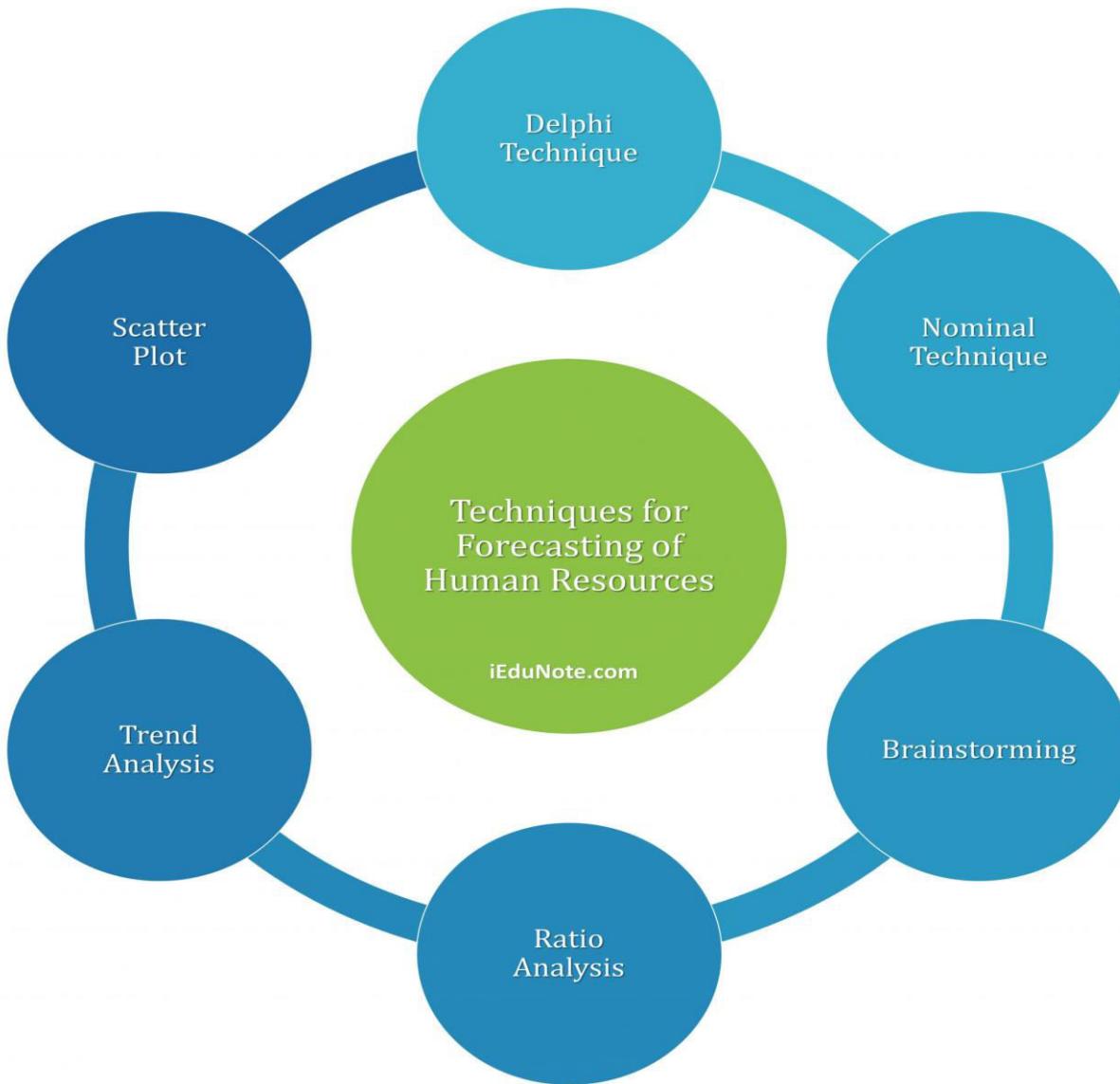
What is Forecasting Demand for Labour?



- ➔ It is about **predicting how busy your organization is likely to become** in the future
- ➔ Most forecasting methods of this nature revolve around **estimating future demand based on historical sales data and market conditions**
- ➔ *Forecasting help to:*
 - Make labour cost alignment more efficient and more practical
 - Prepare for staff unavailability and unpredictable events
 - Ensure skilled workers attend to specific areas of demand where they are effective
 - Cut down on unnecessary workforces and over-staffing



Techniques for Forecasting of Human Resources



Techniques for Forecasting of Human Resources

- **Delphi Technique** – It is based on forecasts from a structured group of individuals
- **Nominal Technique** – Participants are asked to write their ideas anonymously. Then the facilitator collects the ideas, and the group votes on each idea
- **Brainstorming** – Brainstorming by creative thinking in groups of about 5-8 people
- **Ratio Analysis** – A forecasting technique for determining future staff requirements by using ratios between, sales volume and number of employees needed
- **Trend Analysis** – Studying a firm's past employment needs over the years to predict the future.
- **Scatter Plot** – A graphical method to identify the relationship between two variables. Forecast the level of business activity corresponding estimate personnel requirements



STAFFING

Staffing Process

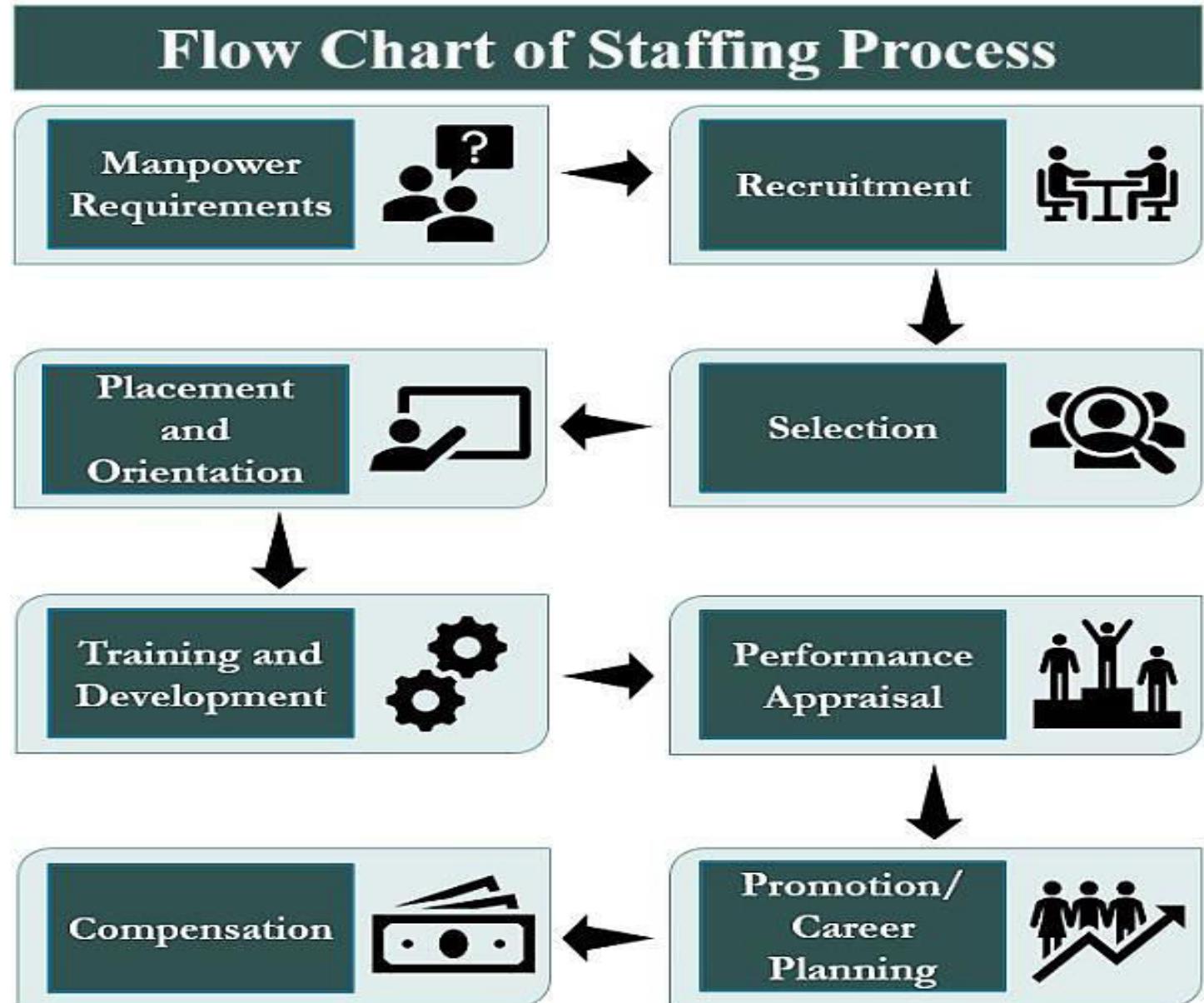
- Staffing involves **manning the organization structure** through proper and effective **selection, appraisal and development of the personnel** to fill the roles assigned
- Staffing pertains to **Recruitment, Selection, Development and Compensation**
- **Who does Staffing?**

Staffing is a universal activity- carried out by all

Staffing is a continuous activity

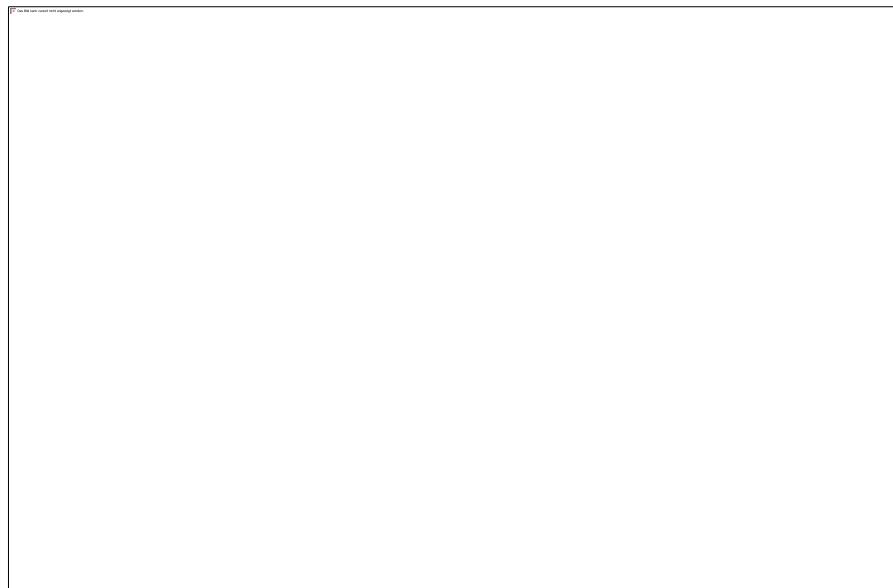
Staffing helps in placing **right men at the right job**

8 Steps Staffing function



HR Planning Vs. Staffing

- HR planning link **business strategies to future manpower needs**, forecasting labour demand and supply, and laying down the HR plan to meet the labour needs
- Thereafter, staffing is carried out, which **typically involves recruitment, selection, and placement**



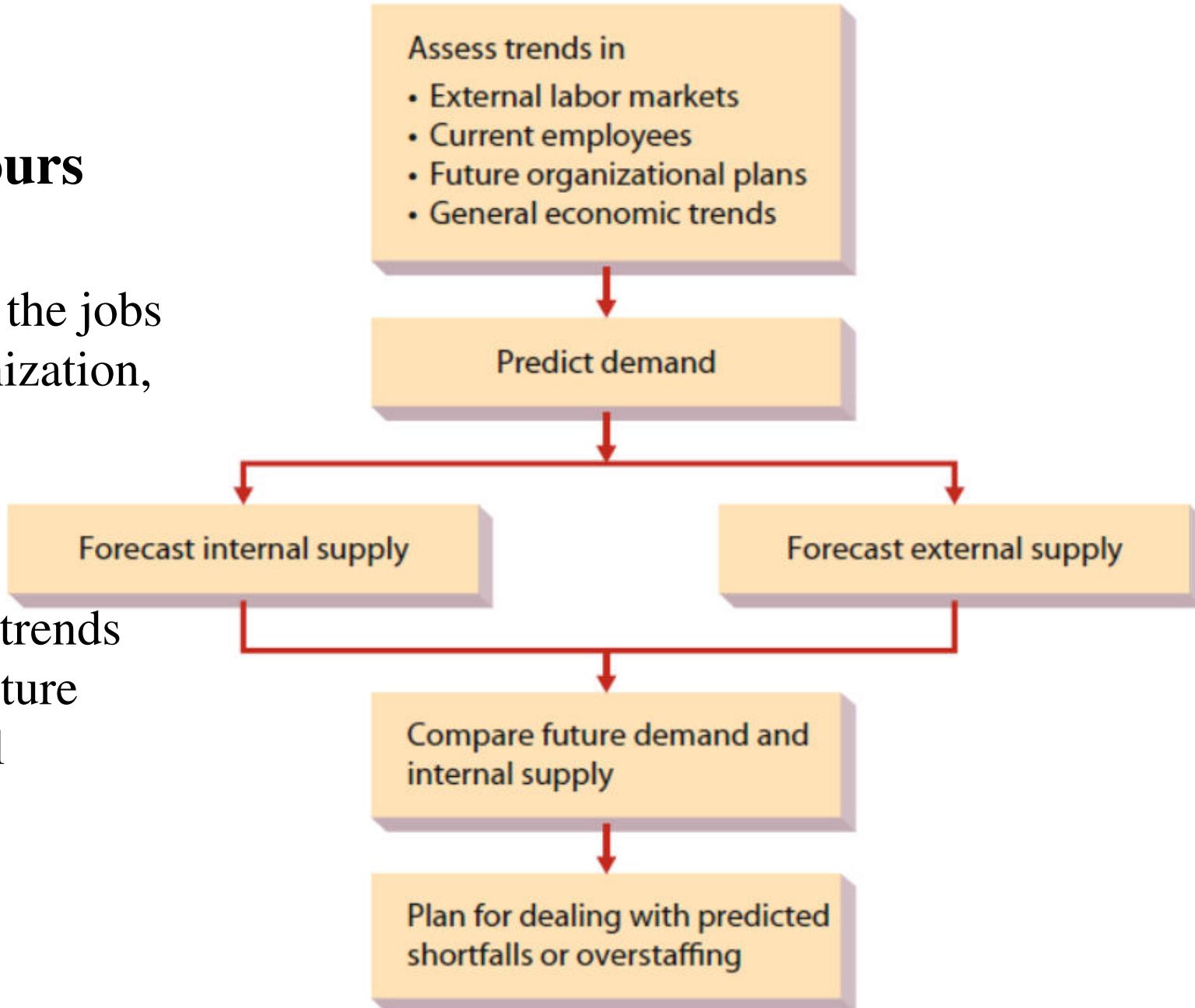
Internal Supply of Labours

- It refers to the process of **profiling of employees in terms of age, education, training, experience, job level, past performance and future potential** to be kept ready for use whenever required
- Requirements in terms of **growth/ diversification**, internal movement of employees (Transfer, Promotions, Retirement, etc.) must also be assessed in advance



Internal Supply of Labours

- After managers fully understand the jobs to be performed within the organization, they can start planning for the organization's future needs
- The manager starts by assessing trends in past human resource usage, future organizational plans, and general economic trends



Performance Appraisals

What is Performance Appraisal?

Performance appraisal is a **formal assessment of how well an employee is doing** his or her job. Employees' performance should be evaluated regularly for many reasons:

- Necessary for **validating selection devices** or assessing the impact of training
- To aid in making **decisions about pay raises, promotions, and training.**
- **Feedback to employees** to help improve their present performance and plan future
- It help **determine wages and promotions**, they must be fair and nondiscriminatory

Main Objectives of Performance Appraisal

- **Promotions**
- **Confirmations**
- **Training and Development**
- **Compensation Reviews**
- **Competency Building**
- **Improve Communication**
- **Evaluation of HR Programs**
- **Feedback and Grievances**



Methods of Performance Appraisal

Traditional Methods	Modern Methods
1) Confidential Report	1) Assessment Centre Method
2) Essay Method	2) Human Resource Accounting Method
3) Ranking Method	3) Behaviorally Anchored Rating Scale (BARS)
4) Paired Comparison Method	4) Management by Objectives (MBO)
5) Forced Distribution Method	5) Psychological Appraisal Method
6) Graphic Rating Scales	6) 360 Degree Appraisal Method
7) Checklist Method	7) 720 Degree Appraisal Method

Methods of Performance Appraisal

Assessment Centre Method

- Employees are assessed to participate in activities like in-basket exercises, role-playing, discussions, computer simulations, etc. under the trainer
- They are evaluated in terms of their persuasive ability, communication skills, confidence, sensitivity to others' feelings, mental alertness, administrative ability, etc.

Methods of Performance Appraisal

Management by Objectives (MBO)

- MBO emphasizes measurable, tangible, and achievable goals in the first step, keeping the organizational mission in mind
- The second step is to translate these objectives into the employees.
- In the third step, the employees are allowed to plan their objectives.
- In the fourth step, the progress of the employees is monitored.
- The fifth step is to evaluate and reward employees. Honest feedback is given, and also new strategies for goals not achieved are established.

Methods of Performance Appraisal

360 Degree Feedback

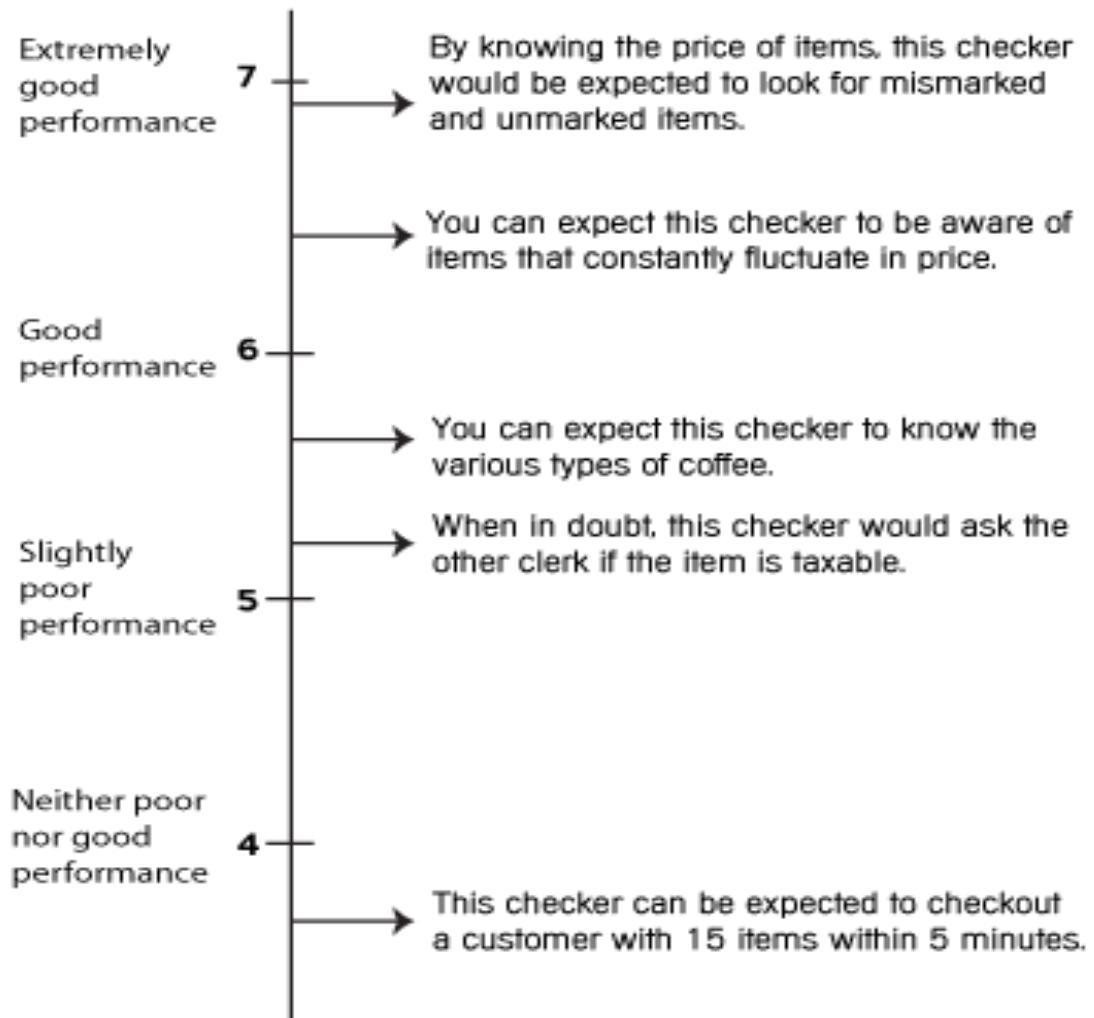
- 360-degree feedback is a systematic collection and feedback of performance data for employees collected from all his/ her peers, supervisors, and even customers.
- This is one of the most widely used appraisal methods.
- Since the participation of the managers, peers, customers are involved, this method gives an overview of the performance reviews collectively.
- It also allows organizations to form high performing teams that can effectively achieve the goals and targets.

Methods of Performance Appraisal

Behaviourally Anchored Rating Scale (BARS)

- Designed to bring the benefits of both **qualitative and quantitative** data to the employee appraisal process.
- BARS compares an individual's performance against specific examples of behavior anchored to numerical ratings
- It compares an individual's performance against specific examples of behavior tied to numerical ratings; example: 1-10 or 5 to 9
- The BARS is usually represented as a vertical rating graph

Behaviorally Anchored Rating Scales



Methods of Performance Appraisal

Psychological Appraisals

- This method assesses the employees' potential for future performance rather than their past one.
- It focuses on employees' **emotional, intellectual, and other personal characteristics** affecting their performance.
- This method suits the best for the workforce today. This method understands that aspect and allows employees to shine in the future.

Methods of Performance Appraisal

720 Degree Method

- In this method, the assessment is done not only by the stakeholders within the company but also by the groups outside the organization.
- These external groups who assess the employee's performance are customers, investors, suppliers, and other financial institutions.
- It is one of the most crucial modern performance appraisal methods because this is the only group that determines the organization's success.

Methods of Performance Appraisal

Cost Accounting Method

- Some may find this method a little harsh, which may be a convenient appraisal method for others.
- This method evaluates the employees' performance from the economic output an organization yields from their input.
- This is ascertained by analyzing the cost involved in retaining the employees with the benefits an organization yields from their inputs.

Information Technology and Management



Jun 2023

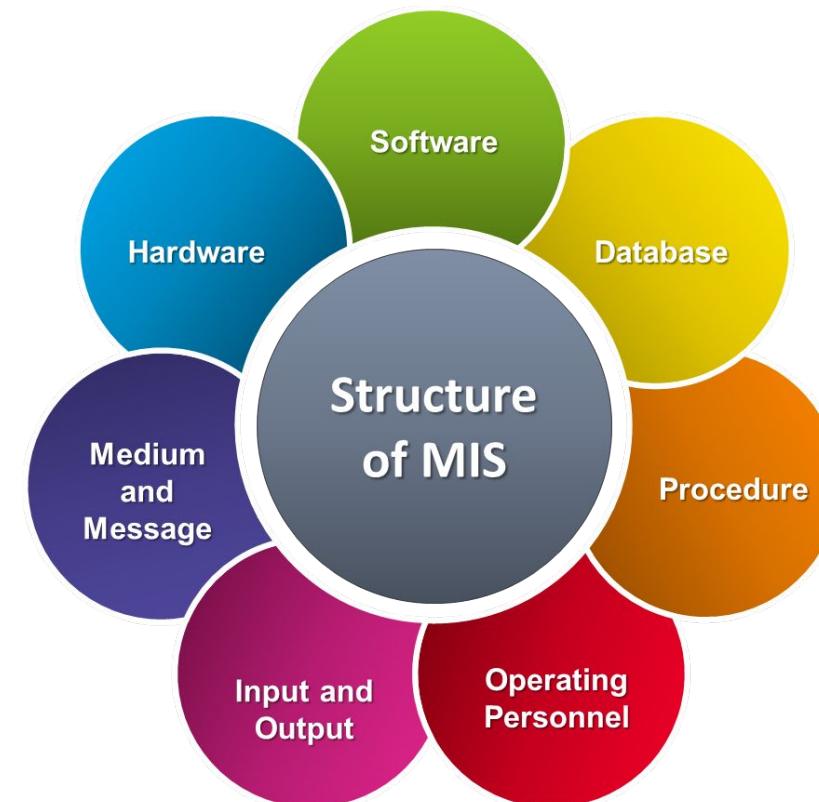
Topics

- Management Information Systems (MIS)
- Enterprise Resource Planning (ERP)



What is MIS?

- MIS is the study of people, technology, organizations, and the relationships amongst them
- MIS professionals help firms realize maximum benefit from investment in personnel, equipment, and business processes.
- MIS is a people-oriented field with an emphasis on service through technology



MANAGEMENT INFORMATION SYSTEM

“MIS IS A PLANNED SYSTEM OF COLLECTING, STORING AND DISSEMINATING DATA IN THE FORM OF INFORMATION NEEDED TO CARRY OUT THE FUNCTIONS OF MANAGEMENT.”

PEOPLE



DATA



SOFTWARE

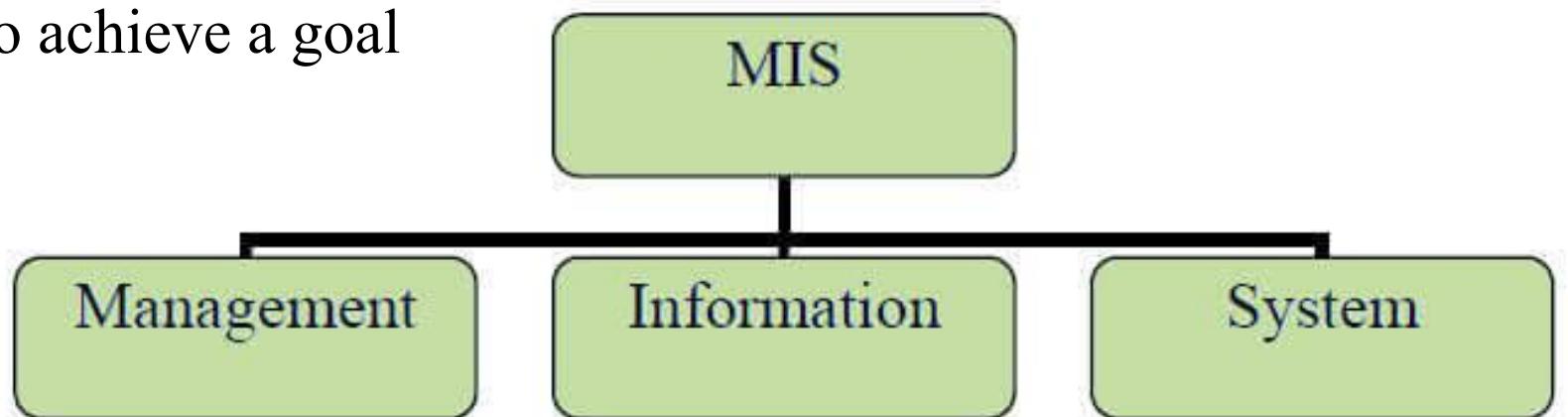


HARDWARE



Components of MIS

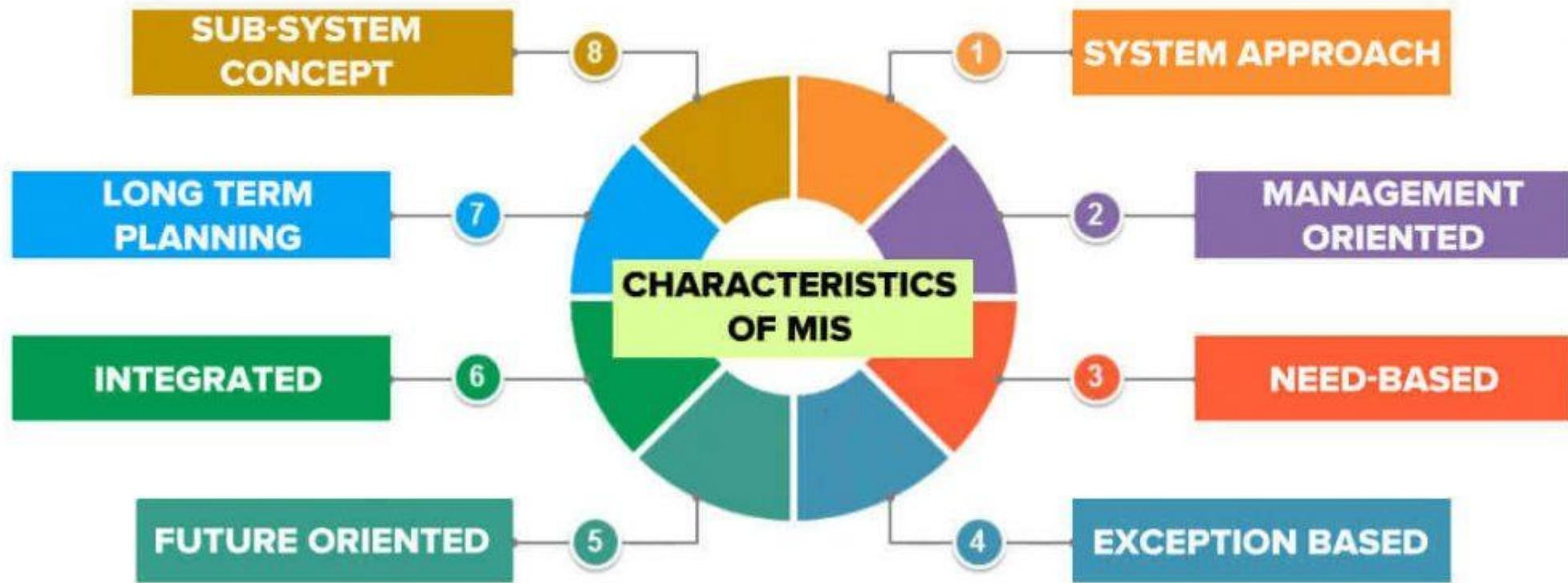
- **People Resources:** People are required for the operation of all information system
- **Data Resources:** Database holds processed and organized data
- **Software Resources:** It includes all sets of information processing instruction
- **Hardware Resources:** All physical devices, materials used in information processing.
- **Process:** A step undertaken to achieve a goal



OBJECTIVES OF MIS

- 1 DATA CAPTURING
- 2 PROCESSING OF DATA
- 3 STORAGE OF INFORMATION
- 4 RETRIEVAL OF INFORMATION
- 5 DISSEMINATION OF INFORMATION

Characteristics of MIS



Pros & Cons of MIS



Pros:

- Single database
- Fast decision-making
- Accountability
- Digitalization
- Task management and prioritizing
- Control and management of employee performance
- Financial situation display
- Saving and reducing manual work
- Enhancing your market position

Cons:

- High cost
- Functionality issues
- Compatibility issues
- Redundant features
- Trained staff is required

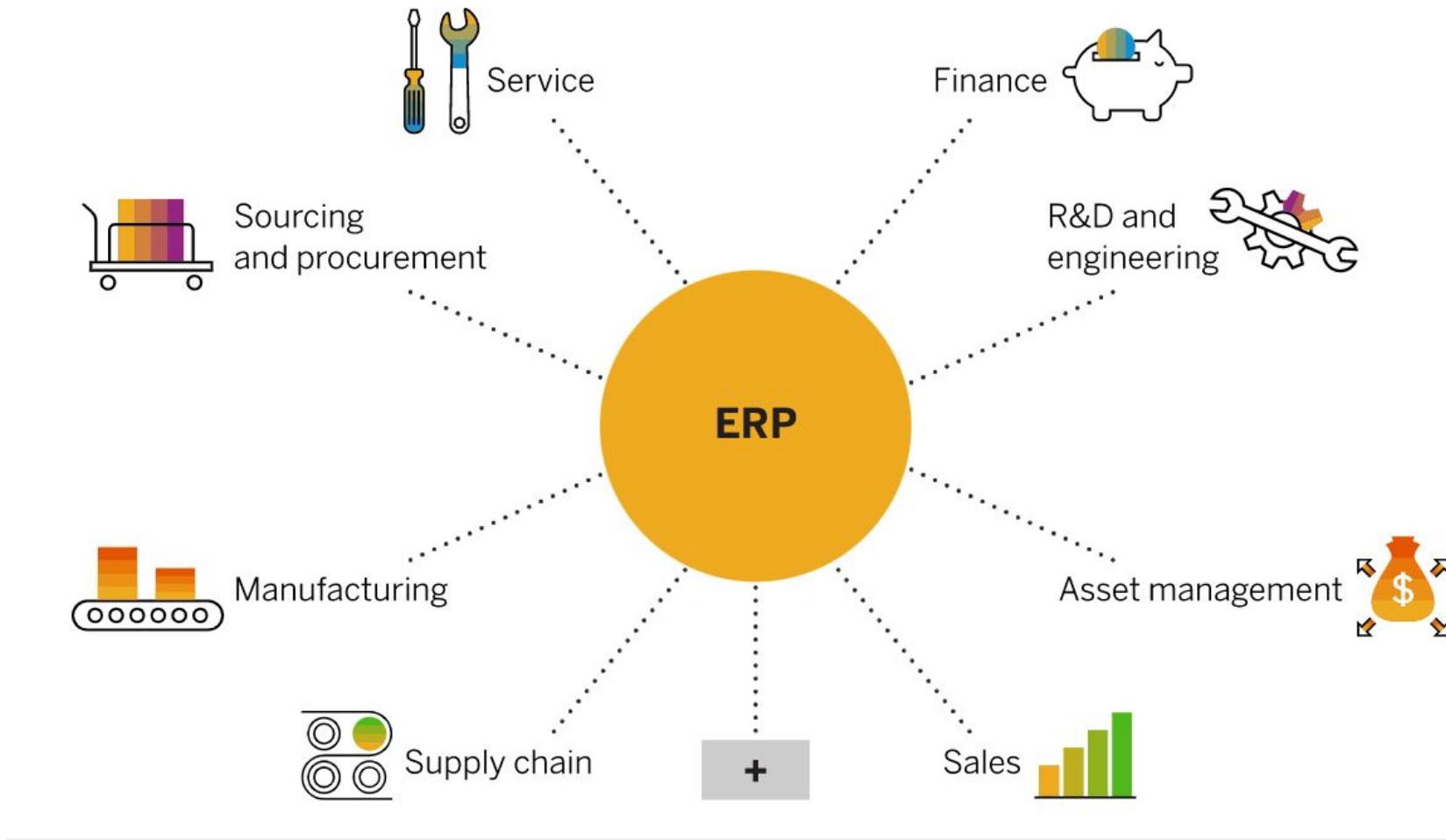
ERP



What is ERP?

- ERP refers to a type of **software that organizations use to manage day-to-day business** activities such as accounting, procurement, project management, risk management and compliance, and supply chain operations.
- A complete ERP suite also includes **enterprise performance management, software that helps plan, budget, predict, and report** on an organization's financial results
- ERP systems tie together a multitude of business processes and enable the flow of data between them
- By collecting an organization's shared data from multiple sources, ERP systems eliminate data duplication and provide data integrity with a single source of truth.

The most widely used ERP modules





Higher productivity



Deeper insights



Accelerated reporting



Lower risk

Benefits of ERP



Simpler IT



Improved agility



Cloud ERP



On-premise ERP



Hybrid ERP

Pros & Cons of ERP

Pros	Cons
 Increased Flexibility	 More Complexity Between Systems
 May Be Less Expensive Than a Legacy System	 More Difficult Upgrades
 Personalized Solution	 Lack of Access When Offline

MIS



Information management



Drawing reports



Data organization and storage

ERP



Planning and automatization



Data analysis



Development decisions forecast

Questions