**Concept of Human resource management (HRM)**

* Armstrong defines HRM asa strategic and coherent approach to the management of an organization’s most valued asset i.e. the people working there who individually and collectively contribute to the achievement of its objectives.
* HRM refers to people or the personnel aspect of manager’s job. It is the process involved in carrying out the people or human resource aspect of management position. It includes the functions of:
* Recruitment, selection; placement
* Training and development
* Performance appraisal
* Health and safety
* Labour and industrial relations etc

**Aims of HRM**

1. To ensure organization’s effectiveness by employing human resource practices those develop employees’ competences.
2. To ensure the organization obtains and retains skilled, committed and well motivated workface.
3. Rewarding their employees to increase their motivation, commitment and ensuring that they feel valued and rewarded for what they do and achieve.
4. To enhance employee relations by creating a climate in which harmonious relationships can be maintained between management and employees and with their trade unions.
5. Human capital management-Human capital is the skills, knowledge and experiences possessed by workers. Human resource management ensures that the organization taps the knowledge and the skills that the employee requires for the benefit of the organization.
6. Meeting the diverse needs of the employee by developing and implementing policies that meets/adapt to the needs of the diverse workforce taking into account individual and group differences.

**Characteristics of Personnel management/HRM**

1. It is a people oriented approach whose major function is to discover and develop peoples potential so that they can contribute their best and attain individual, group and organizational goals.
2. It’s a continuous process that takes care of people’s needs on a continuous basis.
3. It focuses on immediate solution of problem so that people feel satisfied in the manner in which grievances are handled.
4. It is not a fire fighting activity but a fire precaution activity in that it predicts the problems that may crop up and design suitable methods of preventing them.
5. It makes the people committed, contented and happy through formulation of effective HR policies.
6. It’s a dynamic activity which derives its strategy from the business strategy.
7. It’s an inter-disciplinary activity that borrows from sociology, psychology, political science, economics, information technology etc when it is formulating HR policies.
8. It includes all categories of people in an organization eg ordinary workers, supervisors, middle management, senior management and top management. In other words is concerned with managing and developing people at work.

There has always been a debate on whether there is a difference between HRM and the traditional personnel management with some people claiming that HRM is just old wine in new bottles. It could indeed be no more and no less than another name for personnel management but the following have been cited as differentiating HRM from personnel management.

|  |  |
| --- | --- |
| **HRM**   1. Treats employees as important assets/resources to be nurtured as well as accost to be controlled 2. Is a holistic approach concerned with the total interest of the business i.e. interests of the enterprise as well as those of the employees 3. Puts great emphasis on the role of line managers as implementers of HR policies 4. Encourages empowerment, participation and involvement of employees especially through quality circles. 5. The HRM see themselves as business partners 6. It is an fire preventing/pro-active approach i.e. takes measures to prevent problems from occurring 7. A self – controlled approach where employees exercise self control and direction in performing work 8. Has a wider scope for training and development of employees 9. It formulates HR strategy in line with corporate/business strategy 10. Emphasizes participation in social responsibilities | **Personnel management**   1. View employees purely as a cost to be controlled 2. Concerned with employee’s interest only 3. Sees personnel managers as implementers of HR policies 4. Participation and involvement of employees is not encouraged as authority flows from top to bottom. Authority is more autocratic. 5. The personnel managers view themselves as personnel administrators 6. Use fire-fighting/reactive approach i.e. solves problems when they crop up 7. Controls employees behavior and freedom to work is restricted 8. Has limited scope and training and development of employees 9. It does not consider business strategy when designing HR strategy. 10. There is less participation in social responsibilities. |

**Over view of Principles and Functions of Personnel management**

These are also referred to as activities of HRM. They include the following

1. Human resource planning
2. Recruitment and selection
3. Training and development
4. Performance appraisals
5. Performance management
6. Reward management
7. Employee’s motivation
8. Labour relations/industrial relation
9. Health and safety of workers
10. Separation of employees
11. **Human resource planning**

It’s concerned with the demand and supply issues of human resources and potential actions for addressing any imbalances.

1. **Recruitment and selection**

* Recruitment is the process of identifying and attracting the most qualified people to organization. It aims to attain at minimum cost, the number and quality of employees required to satisfy the human resources needs of the organization.
* Selection on the other hand is the process of getting individuals whose knowledge, skills and abilities match the needs of the organization. It is normally achieved through an interview process.

1. **Training and development**

* Training is a planned systematic process of modifying individuals behaviors through learning programs and instruction to enable them to achieve the level of knowledge and competence needed to carry out their work efficiently.
* Development is improvement of one’s performances , ability and potential through provision of learning and educational experiences.

1. **Performance appraisal**

It’s a formal assessment and evaluation of an employee’s performance. In most organization it is done by immediate employee’s supervisors on an annual basis.

1. **Performance Management**

It’s a continuous process of improving organizational performance by monitoring performance of individual employees throughout the year.It involves setting goals and standards and giving the framework within which the set goals will be achieved.

More often than not it ends up in performance appraisal.

1. **Reward management**

Concerned with formulation and implementation of strategies and policies aimed at rewarding people fairly, equitably and consistently in accordance with the value they bring to the organization.

1. **Labour relations/industrial relations**

Includes those areas of HRM that involve employee/employer relationships, relationships between employees themselves and sometimes between employer and trade union representing the employee. This relationship includes agreement of terms and conditions of employment. When this relationship incorporate the trade unions and the government through the industrial court it then becomes the industrial relations.

1. **Employee motivation**

It’s about putting in place measures that energize and impels one to engage and continue in performance.

1. **Health and safety**

Involves protecting the employees and other people affected by what an organisation produces and does against the hazards arising from employment or other links with the organisation

1. **Separation**

Concerned with exit of an employee from the organization .It includes retirement policies, resignation policies, layoffs, termination and so on.

**Human resource planning**

This is the process of ensuring that the HR requirement of an organization are identified and plans made to satisfy these requirements; its concerned with the demand and supply issues of human resources and potential actions for addressing any imbalances.

**Aims of HR planning**

1. To attract and retain the number of people required with the appropriate skills and competencies.
2. To predict the problems of potential HR surplus or deficit.
3. To develop a well trained and flexible workforce that will enable the organization to adopt to a changing environment.
4. To reduce dependence on external recruitment when key skills are in short supply by putting in place retention and employees training and developing strategies.
5. To improve the utilization of people by introducing more flexible systems of work.

**The process of HR planning**

Its complex but is centred around the following key activities:

1. Labour demand forecasting

The demand for employees within the organization needs to be established. This involves determining the numbers and attributes (knowledge, skills, attitudes) etc of staff that will be needed at any given time.

1. Labour supply forecasting

This involves ensuring that the level of demand of HR identified above is met i.e. determining the number of people likely to be available from within and outside the organisation.

1. Taking an inventory of the existing workforce

This will involve looking at the number of employees already in existence ie their ages, gender, qualifications, skills. It actually measures the degree to which the current human resource is being utilized and if it is meeting the human resource needs.

1. Comparing demand and supply.

This involves comparing human resource requirements with supply to determine its adequacy and inadequacy.

1. HR planning action

By bringing together information obtained from all the above stages an analysis of the action required to bridge the gap between the demand forecast and supply forecast is made. This involves putting in place the necessary programs such as recruitment, selection, training and development, use of flexible workforce such as part timers, contract workers, subcontracting, retirements, retrenchment etc etc. All these in an attempt to meet HR requirements.

**Recruitment and selection**

Recruitment is the first stage of the process of filling a vacancy and it includes examination of the vacancy, the consideration of sources of suitable candidates, making contact with those candidates and attracting applications from them. Selection comes after recruitment. Recruitment and selection are prompted by availability of a vacancy. The majority of vacancies occur as replacements of people who have left, transferred or promoted.

The process of recruitment and selection involves the steps below:

1. Defining requirement
2. Attracting candidates
3. Selecting candidates
4. offer the job
5. Induction
6. **Defining requirements**

It’s the basis of determining whether to recruit. Before inviting people to apply for a job the requirements of the job and characteristics of persons to fit there must be determined.

This starts with the job analysis which is the process of collecting the data relating to a job e.g.

* Its main features
* The duties if fulfill
* Major tasks undertaken
* Its relationship with other jobs
* Equipment and tools used to do the job
* Procedures of doing the job
* Knowledge skills and abilities to do the job

**Job classification**

The job analysis will produce job requirements which are then used to develop a job description and a job/person specification.

1. **A job description:**

It is a written statement that describes activities and responsibilities of the job as well as its important feature ie it is a statement that outlines the basic details of the job as follows:

* The overall objective of the job
* The main activities carried out
* The main features of the job
* The reporting relationship of the job
* The equipment and tools used to do the job
* The procedure of doing the job

NB: Job description gives information on the job and not the jobholder.

1. **Job/person specification**: statement of skills, abilities, education and experience of the person required to perform a particular job. It is about the person required to perform the job as outlined in the job description. It contains the following

* Physical specification of the person
* Mental specification like intelligence, judgment etc
* Emotional and social specification e.g. emotional stability, extroversion, leadership qualities, corporation
* Behavioural specification
* Educational requirements
* Experience requirements
* Qualifications requirements
* Competencies requirements

NB: In giving job specification, a manager should avoid over stating the competencies and qualification requirements; though it is natural to go for the best, setting unrealistic job specifications can discourage potential candidates from applying for the job.

NB:Job description and personal specification provide the basic information required to draft adverts and assess candidates.

1. **Attracting the candidates**

The sources of candidates may be internal or external. However some organizations insist that internal candidates should apply for vacancies on the same footing as well as the external candidates.

**Advantages of internal sourcing**

1. Leads to motivation of employees because they are given the opportunity to utilize their capabilities and avail themselves for promotion.
2. There is better utilization of employees because the organization can make better use of their abilities in a different job.
3. It is a more reliable source than external recruitment because an employee is well known than an external candidate.
4. An internal employee is more likely to stay with the organization than an external candidate.
5. Internal recruitment is quicker and cheaper than external recruitment.

**Disadvantages of internal sourcing**

1. The company’s scope of choice is limited and as a result the right person may not be available.
2. Selectors maybe influenced to select people who don’t have the qualification required.
3. More weight maybe given to seniority than merit leading to selection of old employees with less merit.
4. It is not easy to bring change with long standing employees.
5. It discourages experienced and skilled employees from outside the organization therefore depriving them an opportunity to prove their excellence and worth.

If there are no people available within the organization the potential candidates can be sourced from the external environment.

**Means of sourcing from outside**

1. Advertising
2. Internet
3. Through consultants or agencies
4. Direct lines with universities and colleges
5. Through the trade unions
6. Professional bodies
7. Employment bureaus

NB: The choice of the method to use should be based on cost, the speed and the likelihood of providing good candidates.

**Advantage of external sourcing**

1. The management has a wider scope to select people from a large number of candidates therefore getting right and skilled people of the organization.
2. It’s possible for executives selected from external sources to make employees accept changes in the organization.
3. The staff pay cost under the external recruitment process is comparatively less than the cost of internal recruitment because new candidate starts with initial salary.
4. Possibility of influencing selection is very minimal as the selection panel will be dealing with candidates they do not know.
5. External candidates are free from inbuilt prejudices.
6. It helps to create a balance in employee composition which can bring a positive culture essential for growth and development of the organization.

**Disadvantages of external sourcing**

1. Existing employees get demotivated as they do not find the possibility of advancing in their career/It reduces the morale of existing employees which in turn may lead to absenteeism and high labour turnover.
2. It can create disloyalty to the organization and lack of commitment.
3. It is also costly to recruit, train and induct external candidates
4. The process of recruitment is time consuming.
5. External candidates take much time to adjust with the organization environment, culture and with the people.

**Advertising as a way of recruitment**

It’s the most popular method of recruitment where candidates are invited to apply for a job. It aims at procuring a small number of well qualified candidates quickly and cheaply.

It should therefore describe the job and qualification required so comprehensively such that border line candidates should be discouraged from applying and good candidates are encouraged.

A recruitment advertisement should start with a compelling headline and then contain information on the following:

1. The organization or the employer
2. The job title
3. The location of the job
4. Age range
5. The pay and benefits offered
6. What action the candidate should take i.e. write an application letter, collect or download the application form

NB Sometimes a company may decide to conceal its name and just give its addresses in the advertisement, the reason for this is:

1. The company is beginning new ventures which at present it wishes to keep secret.
2. The present/current holder of the job is being dismissed or transferred and is not aware.
3. The company wishes to state a salary in the advertisement but the salary policy is secret.

* Whatever method of recruitment is used, the candidates should fill an application form to ensure that no important details are omitted and to acquire information about the candidate in a logical and uniform order.

The layout of the application form varies but most of them contain the following information.

1. The job applied for
2. The name, address and telephone number of the candidate
3. The date and place of birth, marital status and nationality
4. The education level of the person
5. Training and qualification acquired
6. The medical history of the person i.e. disabilities, chronic diseases
7. Employment history including the previous employers, position held dates of employment and the reason for leaving the employer.
8. Any other information the candidates wishes to provide
9. Signature and word quoted this information is true to the best of my knowledge”.

* After receiving the application form, the next step is to compare the application form looking for attributes which show the suitability of the person for job.
* From the comparison a list of candidate for interview and a list of those to be rejected is generated.
* The rejected candidates should be written courtesy letters immediately regretting their lack of success. This is because inconsiderate treatment will eventually destroy a company’s reputation and negatively affect response by future advertisements.

**c) Candidate selection**

This is the process of examining the applications with regard to their suitability for the given job and choosing the best and rejecting the others.

The main selection methods are as follows:

1. Interviews
2. Assessment centers
3. Tests
4. **Interviews**

Interviews may take any one of the following forms

1. Individual interview which involves face to face discussion with the potential candidate.
2. Interviewing panels – where two or more people are gathered together to interview one candidate.
3. Selecting board -which one large interviewing panels convened by an official body because there are a number of parties interested in the selection decision.

**Advantages of interviews**

1. They provide opportunities for interviewers to ask questions which reveal the extent to which the candidate’s competencies match to those specified for the job.
2. Provide opportunities to ask questions about the job.
3. An interviewer is able to make an assessment of how the candidate would fit into the organization and what she or he would be like to work with.
4. It gives the candidates an opportunity to assess the organization, the interviewer and the job.
5. It is an opportunity for the interviewer to suggest some of the terms of psychological contract.

**Disadvantages of interviews**

1. They lack the ability to make sound predictions of the performance of the employee.
2. They rely on the skill of the interviewer who actually may not be good at interviewing.
3. They do not necessarily assess competence in meeting the demands of a particular job.
4. They can lead to biased and subjective judgment by interviewers.
5. **Assessment centers**

This is a method that incorporates a range of assessment techniques. It has the following features:

1. Focuses on behavior of the candidates
2. Exercises, interviews and tests are used to capture the personality and the behaviors/skills of the candidate
3. Several candidates are assessed together to allow interaction/group exercises.
4. Several assessors or observers are used in order to increase the objectivity of the assessment.
5. **Tests**

There are standardized tests designed to measure potential candidate’s level of intelligence; skills and personal characteristics.

The basic assumption underlying the use of tests in selection is that individuals are different in their job related ability skills and that these skills can be adequately and accurately measured.

The following types of tests may be used

1. Intelligence, achievement or proficiency tests which are designed to measure thinking abilities.
2. Aptitude or potential ability tests which are meant to measure innate skills like mechanical and numerical ability. They actually measure the ability of a candidate to learn a new job or skill.
3. Attainment tests which are meant to measure the depth of knowledge and skills learnt in the past usually in school or in college.
4. Personality tests – they are meant to identify the personality traits of a candidate i.e. an introvert extrovert, co-operative, team player etc.
5. **Offer the job/engagement**

Assuming that a suitable candidate has emerged from the selection for the job, he must receive an offer. An oral offer through a telephone call can be made which is often followed by a written offer. It is recommended that every successful candidate be asked to provide a medical examination report before the offer of the job is confirmed. This kind of a report will show whether the person is physically suitable for the job and what risk there is likely to be of sickness, injury, absence.

1. **Induction**

Induction is the process of receiving and welcoming employees when they first join the company and giving them the basic information they need to settle down quickly and happily before they start work.

It may be done in the following stages

1. Introduction to the working group/work mates

This can best be done by the employee’s immediate supervisor who should introduce this new employee and show him around the department.

1. Introduction to the company background

This will include introducing the employee to information on the company background, its activities, its customs and traditions etc. This induction should preferably not be done in the first day or week of employment because the employee is at this time more concerned with the job.

1. Introduction to the job

Here the employee is shown the department and his place of work, the location of facilities and specifically what his job entails.

**Importance/aims of induction**

1. To smoothen the preliminary stages when everything is likely to be strange and unfamiliar to the employee.
2. To establish quickly a favourable attitude to the company in the mind of the new employee so that he/she is more likely to stay.
3. To obtain effective output from the new employee in the shortest possible time.
4. To reduce the likelihood of the employee leaving quickly, thus reducing the cost and inconveniences of early leaving e.g. recruitment, replacement cost and training costs.
5. Increasing commitments of the employee by presenting the organization as one that is worth working for and ensure that this impression is reinforced during the first week of employment.
6. To clarify the psychological contract i.e. Implicit and unwritten believes or assumption about how employees are expected to behave and what responses they can expect from their employer.
7. To enhance socialization – new employees are likely to settle in more quickly and enjoy working for the organization if the process of socialization takes place more smoothly.

**Types of induction training**

1. On the job induction training

Sometimes employees may be inducted on the job, this is normally done to avoid a lot of time wastage.

A planned on the job induction should incorporate the following issues;

1. An assessment of the job and preparation of a learning specification
2. Use of designated colleagues to act as guides and mentors
3. Appointment of coaches to train and coach the new employees.
4. Giving special assignment to the employee
5. Formal induction courses

These are courses in which new recruits are assembled in groups to be given consistent, systematic and comprehensive information about the company at the same time.

The following information may be offered during induction process

1. Training and development opportunities available
2. Performance management processes
3. Occupational health and safety – given information on safety rules, injury and accidents
4. Give information on terms of service e.g. on working hours, holidays, leaves
5. Give them information on pay and benefits e.g. pay structure; allowances entitled to, performance related pay.
6. The trade unions and employee involvement – gives them information on how to become a member of the union, their behaviours.

**Training and development – Staff organisation**

Training and development programs are necessary in any organization for improving the quality of work of the employees especially in a world of fast changing technology. Though training and development serve the same purpose, they have a different approach.

**Training**

Is a short term process by which non managers personnel are given knowledge and skills on how to perform a specific job .i.e. Technical and mechanical instructions on how to operate machines; therefore training is primarily designed for non managers, its for a short duration and for a specific job related purpose.

**Development**

It’s a long-term educational and growth process by which managerial personnel get broader view of knowledge for general administrative purposes. It is therefore concerned more with managers, its continuous and for a long period of time and it’s not specific to a job.

**Purpose/aim / objective of training**

1. To motivate the employees
2. To improve employees ability to perform their tasks
3. To allow for better use of human resources by giving employees a feeling of mastery of their work.
4. To increase workers job satisfaction
5. To increase productivity and quality of work
6. To reduce scrap and spoiled work
7. To reduce close supervision of employees and reduce work accidents
8. To reduce employee absence and turnover due to job non satisfaction

**Reasons for training**

1. When there is installation of new equipment or technique which require new or improved skill.
2. When there is a change in product which may necessitate training not only in production method but also in the marketing function of the company.
3. When there is a realization that productivity is low.
4. When there is labour shortage, making it necessary to upgrade some employees.
5. When there is need to reduce wastage in terms of materials.
6. If there is an increase in the number of accidents especially in the production units.

**Benefits/gains derived from training**

1. The company is perceived as a premium employer as employees skills are enhanced while with the company.
2. It ensures serious succession related issues do not crop up.
3. The organization is able to constantly adopt to changes in technology, regulation and the business environment in general.
4. Reduction of costs- training will enable people to learn the job quickly and to the required standards, and this result to minimum wastage of raw materials and damage of equipment and this ultimately will lead to reduction in overall cost.
5. Improved job performance- this translates into increased output and improved quality work done on time.
6. Better recruitment and selections; training lead to increased output and improved quality work done on time.
7. Reduced labour turnover, by developing employee’s potential it results into job satisfaction which encourages many employees to remain in the organization.
8. Less supervision- well trained employees are able to meet the expectations of the jobs; they are not absent from work, they are not victims of accidents and injuries and the overall result is that less supervision is required.
9. There is increased customer satisfaction, this is as a result of improved goods and services and possible reduction in process of products

**Roles played in training**

1. Senior management determines a general training policy which is consistent with the objectives of the company
2. Line managers have the responsibility of personally training their subordinates, providing finishing touches after off job training.
3. Training officers are charged with the following responsibility
4. Advise senior management on training policies
5. They do surveys and are consulted when changes are proposed which will necessitate training or retraining
6. They design courses administering them if they are off-job
7. They are expected to advice on external training and maintain contact with training organizations.
8. Instructors are usually proficient workers who have taken short courses in training. They are not responsible for designing the course but they are expected to report any deficiencies it seems to contain
9. Consultants are called upon when a company is facing training problems to advise on appropriate methods and set up training procedures which the management of the company can then continue.

**Types of training**

There are 2 methods that can be used for training;

1. **On the job training**

This is training in the normal work situation with the trainee using the actual tools equipments, documents or materials that he will use when fully trained.

It involves the use of the following techniques

1. Demonstration – technique of telling or showing the trainee how to do a job and then allowing them to get on with it.
2. Coaching – person to person technique designed to develop individual skills and knowledge. It happens when an employee is put under another experienced employee who provides day to day guidance on how to carry out specific tasks in preparation for future responsibilities.
3. Mentoring – is the process of using specially selected and trained individuals to provide guidance and advice to a selected employee when they require it. The chosen mentors are usually experienced managers who are wise in the ways of the organization.
4. Job rotation – it’s a method aimed at broadening experience by moving people from job to job or department to department.

Advantages of on the job training

1. It is less costly as it uses normal equipments in normal surrounding.
2. It has less transfer of learning problems because it takes places with the equipment which will be actually used when the trainee is doing the real job.
3. The trainee does not have to adjust to production environment as case in off the job training.

Disadvantages of on the job training

1. A large amount of spoiled work and scrapped material may be produced.
2. Valuable equipment may be damaged.
3. Training takes place under conditions which are rather stressful e.g noise from a busy environment, demoralizing comments from other workers.
4. The instructor may be a poor teacher and may not have the skills to offer proper training.
5. If payment is done by results/performance scheme it may discourage the instructor from training and the trainee from learning properly.
6. The trainee may be exposed to bad methods.
7. **Off the job training**

It takes place away from the normal working situations either at the work premises or at a training centre or college attended by trainees from several employers.

It involves use of the following techniques:

1. Lectures– these are talks with little or no participation except a question or two. They are used to impact knowledge and to develop analytical abilities among workers.
2. Talk- is a less formal lecture for a small group usually not more than twenty people which encourage discussion. However it has a problem of having some confident members dominating discussion.
3. Discussions - guided talk by a facilitator encouraging the participants to contribute effectively and actively. It is advantageous in the following ways.

* The audience will participate actively in learning
* Helps participant to gain understanding of other people point of view
* Help trainees to develop power of self expression
* Give trainees an opportunity to learn from experience of others

1. Case study – written description of real life organizational problem.The trainees are given a case study to analyse and diagnose the cause of the problem and work out how to solve it. It’s mainly used in courses for managers and team leaders..

It is also called problem solving method.

1. Conferences – are forums where trainees of different organization interchange ideas and proposal after which a consensus is reached taking into consideration the various points expressed.
2. Group exercises – the trainees examine problems and develop solution to them as a group. The aim is to give members practice in working together and to obtain insight into the way in which groups behave in tackling problems and arriving at decisions. They are used in building teamwork and developing interactive skills.
3. Assertiveness training – it’s designed to help people become assertive by expressing their opinions, beliefs and feelings in a direct, honest and appropriate way.
4. Seminars/workshops – are specially assembled groups of people who through a facilitator review organization’s issues as a team in order to develop agreed courses or action for which they will be responsible.
5. Role playing – training method in which participant assume certain roles and act them. Two or more participants can act certain role assigned to them while others act as observers and critics e.g. Trainee may play the role of supervisor discussing a grievances with an employee or a sales man making a presentation to a customer. It is useful in human relations, leadership and sales training.

Advantage of off job training

* Since the training is normally given by a specialist instructor it’s of high quality.
* Special equipments and simplified methods where necessary can be used
* Use of special exercises enable employees to measure difficult aspect of their work.
* It’s free from noise, danger and publicity.
* Less costly in the longrun as it help workers reach higher speed of quality.
* Helps avoid damage of a firms valuable equipment and reduces amount of spoilt work and scrapes as it takes place away from the work environment.
* Employees can get new viewpoint from outside the organization.
* Employee learns correct methods from the onset

Disadvantages

* Costly especially where consultants and conferences have to be hired.
* There is transfer of learning difficulties when a trainee changes from the training equipment to production equipment and from a training school environment to a production environment.
* May not be possible to meet specific training needs of employees
* Its not possible to control the content that is offered.
* Consumes a lot of time which often lead to loss of man hours.
* Its not possible to keep track of employees attendance
* Can only accommodate a few selected employees and thus can result in demotivation of employees who are not selected for training

**Managerial Duties And Responsibilities For Every Manager Job**

A Manager’s success in becoming one of the greatest managers ever depends understanding the managerial duties and responsibilities and ensure the key managerial activities are done well and done right. It is imperative for the Manager to have an in depth understanding of the Managerial duties and responsibilities in the scope of the Manager Job. Given the fact that every organization philosophy is not the same, the nature and kind of people are not the same, it is even more challenging to identify those key common activities of a manager’s role that hold credible in every organization.

Based on research conducted over thousands of managers worldwide, Gallup had identified four key activities to be an effective manager. Playing the role of talent catalyst in the organization is one of the critical aspects of manager job, the managers should challenge the conventional approach of the below listed four activities.

Selection of the person

Setting Expectations from the team members

Motivate the team members

Develop and nurture the team members

So what does the role of Catalyst mean? Briefly, the role of a catalyst that the manager is expected to play in the organization is about releasing each employee’s performance into meaningful performances as per the organization standard. An effective manager is supposed to carry out the four activities as listed below in any organization while handling any amount of people as team members as a role of Catalyst

The success of effectively managing these activities as a part of the manager job, it is recommended that you select one team member at a time and spare adequate effort and time. The newer approach to these activities are widely accepted and practiced by the world’s greatest managers and form the part of managerial competencies, the approach to each of these activities are outlined below:

Selection of person: Conventionally, any selection of person in a team is based on the person’s experience, intelligence, persistency etc but the newer approach urges mangers to select people based on the talent. The world over, effective mangers today spend significant time and energy to select talent for the organization and not just mere individuals to fill a role/vacancy.

Setting Expectations from the team members: To fulfill the targets, good managers often contract on the right steps to be taken with the team members. However, one managerial competency that very few managers possess is that of doing the same thing by defining the outcomes and not only the steps

Motivate the team members: Often Managers make the mistake of motivating team members by supporting/helping them to identify and overcome weaknesses and as a result focus on the weakness of individuals. World’s greatest managers in fact focus on the strengths of team members and teach them to capitalize on the strengths.

Develop and nurture the team members: Traditionally, the managers’ role in the team members’ development is outlined to help him to learn and get promoted. However, good managers make a difference if they help the team members to identify the right fit for them.

*( the best reference book is principles of management by Saleemi)*