# LECTURE A

People are most important thing in the world

Human resource management

Ensuring the organization has the **right number** of people, with the required **knowledge, slkills, abilities** and **competencies**, at an affordable cost, who are motivated and committed to achieving the **strategic aim of the organization**

Job analysis

A formal procedure by which the content of a job is defined in terms of **tasks** performed and **human qualifications** needed to perform the job

* Job description
* Job (person) specifications

# Lec B

Selection is the 5 step process

Application forms

* Applicants personal history and qualifications
* Resume/CV
* Often online
* Can include screening questions
  + For example, cultural fit or even interview questions
  + Hypothetical questions

Interview

* Most commonly used selection method
* See people/ presentations skills
* Interviews serves many functions
  + Assessing the applicants fit with the organization
* Can bring others to the interview situation to speak on behalf
* Panel interviewing – more than one interviewer

Structured Interviews

* Asking the same questions from all applicants

Unstructured interviews

Letters of recommendations

* Previous employers
* Commonly used but not always useful
  + The problem of restricted range
    - Only reference from people who likes you
* But can be helpful is revealing important information not discovered elsewhere in the selection process

Employment tests

* Aptitude tests – spatial awareness, hand/eye coordination, mechanical
* Cognitive
* Physical ability
* Personality
* Situational judgement
* Assessment centers

IQ tests

Considered the most diagnostic predictor of job performance

Tests often measure

* Verbal
* Numerical
* Abstract/problem solving

Measures what the job applicant can do/ potential

Bias

Tests should be shown to predict job performance and not discriminate

But testing may lead to adverse impact

* Differential selection rates

# Lec C

Teams

A team is a unit of 2 or more people who interact and coordinate their work to accomplish a common goal

* 2 or more people
* Complimentary skills
* Regular interaction
* Shared goal, commitment
* Mutually accountable

Teamwork – The process of people actively working together to accomplish a common goal

Team Characteristics

* Small teams
  + 2- 4
  + Show more agreement, ask more questions, exchange more opinions
  + Easy to catch up
  + Often agree too much
  + Get 3rd party to check
* Large teams
  + 12+
  + More disagreements and differences in opinions, challenging to coordinate
  + Tend to divide into subgroups – be with friends in sports team
* No optimal team sizes
  + 7 atm best number
* Diversity in skills is key

Team diversity

* Different values, personalities, experiences etc
* But with complexity come greater variety of ideas, perspectives and experiences that add value to problem solving and task

Process

Stages of tam development

* Forming
* Storming – brainstorming
* Noriming
* Performing
* Adjusting

Cohesiveness

* The extent to which members are attracted to a team and motivated to remain part of a team
* Members of highly cohesive are often committed to team activities attend meetings and are happy when the team succeeds
* Beneficial when paired with positive performance norms
* The glue that keeps the team together
* Bad if friends, hang out instead of working

How to increase team cohesive

* Shared goals
* Increase interaction among members
* Introduce competition with other teams
* Team success – increase performance if celebrate success during project

Cohesiveness is key for group success

WCGW

* Common problems
  + Personality conflicts
  + Differences in work styles – submit early
  + Task ambiguity

Conflicts

Two types of conflict, relating to issues/ disagreements in

* Tasks – wanting to work on a part each or work together
* Relationships – trust, emotional issues aspring from feelings

Functional conflict

* Often task conflict
* Moderatrly intense conflict
* Constructive, stimulates people towards greater work efforts, cooperation and creativity
* Can prevent groupthink – one person makes idea, and everyone agrees straight away

Dysfunctional

* Often relationship conflict
* Low-intensity and very high

Low conflict = low performance

High conflict = low performance

Mid conflict = max performance

How to deal with conflict

[see graph on pp]

Mid assertive and mid cooperating = compromising

High assertive and high cooperating = our way

Team effectiveness may be summerised by the following equations:

Team effectiveness = quality of inputs + (process gains - )

The key comonents of the model of the team effectiveness include organizational context, inputs, team process and team effectiveness

* Building an effective team takes time
* Conflict can be functional, different conflict management styles