

ASSIGNMENT-II

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Questions

1. Why empowerment is needed?
2. Define delegation. Is it possible to delegate authority and responsibility
3. Distinguish between centralisation and decentralization
4. Write short note on staffing function of management.
5. What is management inventory chart? Write down advantages and disadvantages
6. Write a short note on job analysis
7. What do you mean by job design
8. List any three important skills to be possessed by a manager
9. List the steps of selecting an engineer in a firm
10. Explain system approach to selection.

Answers

- A1. ~ Empowerment means that employees, managers, or teams at all level of the organization are given power to make decisions.
- ~ This avoids asking superiors for permission for every decision they take.
 - ~ Most employees want to be involved and want to participate in decision making.
 - ~ When the power to participate in decision making is enabled / provided to the employees it raises self-esteem.
 - ~ Employees feel a stronger sense of belongingness and worth, when entrusted to make important decisions.
 - ~ This in turn makes them more productive in their roles.
 - ~ Most companies empower their employees today because of numerous benefits of empowerment.

A2.) Delegation

- ~ Delegation is the process of sharing of power or authority with another for the performance of certain tasks & duties.

- ~ In any organization no single person can perform all the duties and accomplish all the task by himself.
- ~ The only way a person can achieve more is through delegation - through dividing his work load and sharing responsibility with others.
- ~ So yes, delegation is possible and has become inevitable in most companies.
- ~ Dividing of responsibility and work has a number of benefits which include productivity, feeling of worth & belongingness, socializing environment develops within a company.

A3.) Difference b/w Centralization & Decentralization

Centralization

- Means systematic reservation of authority at central points in an organization
- ~ Major decisions are take by higher or top-level authority in the organization

Decentralization

- ~ Means systematic delegation of authority in an organization
- ~ Power of decision making is transfer to the position where the work is being done.

- ~ Centralization overloads a few persons - who take these decisions
- ~ Reduces cost - as only a few managers are required to make important decisions
- ~ Simplifies the structure and hence is used for smaller organization
- ~ Centralized management will help in coordinating the overall work that is performed in the organization
- ~ Reduces the burden of top executives - who need not take all the decisions.
- ~ Increases the cost - as more number of managers are required to make decisions.
- ~ It increases the ^{complexity} ~~structure~~ of organization structure hence used for larger organization.
- ~ Different department may pursue their independent policies - leading to loss co-ordination between departments

A4.) Staffing Function of Management

- ~ It is that part of an organization's management process which is concerned with human continuance of an organization.
- ~ Staffing in simple terms is putting the right person at the right job.

- ~ Staffing can also be defined as the management function devoted to acquiring, training, appraising and compensating employees.
- ~ Staffing function of managers include involves effective utilization of human resources towards organisational goal accomplishment.
- ~ Since staffing includes human resource development, it is process of increasing the capacity of human resource through development.
- ~ It therefore adds value to individuals, or an organization as a human resource.
- ~ The process of staffing function includes
 - Manpower planning:- It is the step to plan the manpower inventory, required by a concern in order to match them with job requirement & demands.
 - Recruitment - It is termed as search for promising job applicants to fill the vacancies that may arise within the organization
 - Selection - This is the screening step of staffing in which the applications are screened out and suitable candidates are appointed.

- Orientation & Placement - The selected candidates are made familiar to the work units and work environments.
- Training & Development - Training is imparted to the workers in order to develop and grow them within the concern.
- Remuneration - It is the compensation provided monetarily to the employees for their work performances.
- Performance Evaluation - It is concerned with evaluation of the individual performances of the employees in the organization.
- Promotion & Transfer - Promotion is said to be a non-monetary incentive in which the worker is shifted to a higher job demanding bigger responsibility.

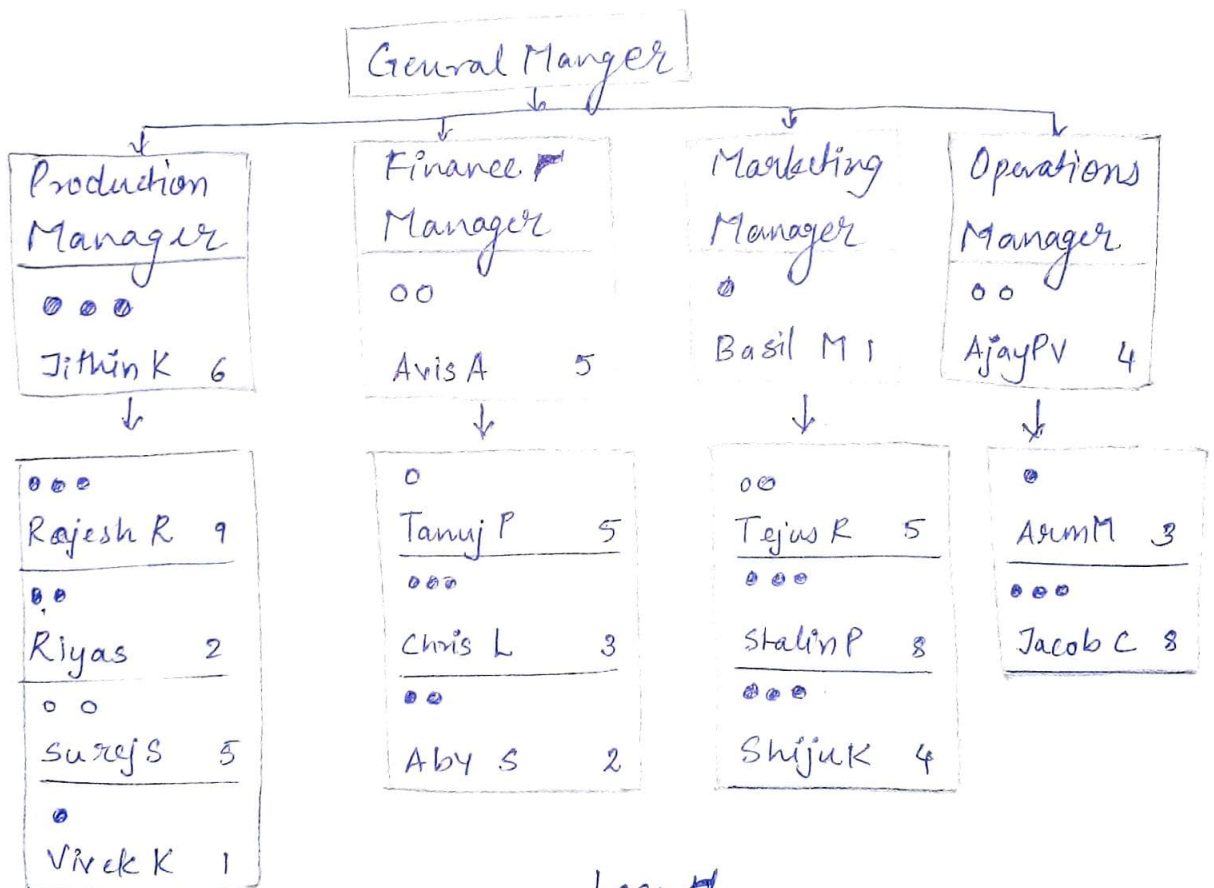
A5.) Manager Inventory Chart

- ~ It is a common for any business or non-business enterprises to keep an inventory (stock) of tangible materials.
- ~ In the same way, enterprises keep an inventory of available human resources, particularly managers.

~ Manager Inventory Chart or Management Replacement Chart is simply an organizational chart for a unit having managerial positions.

~ This chart is kept so, because it delivers vital information required for successful handing of the staff.

~ Here is an example chart:



Legend

- N - number of years of service
- 000 - Promotable now
- 00 - Promotable in one year
- 0 - Promotable for further promotion
- 00 - Satisfactory but not promotable
- 0 - Dismiss

A6.) Job Analysis

- ~ Job analysis is the process of gathering relevant information about various aspects of a job including its content, context and job performer's skill requirements.
- ~ Job analysis specifies the tasks involved in a job and the factors that influence the performance of the job.
- ~ The results of job analysis are normally presented in form of job description and job specification.
- ~ The job analysis process involved ascertaining what people do at the job and understanding why and how they do it.
- ~ Job analysis has applications in almost all human resource activities of an organization.
- ~ It indeed acts as the basis for decisions involving human resource planning, recruitment training etc.
- ~ Job analysis includes, job description, specification and design.

A7.) Job Design

- ~ Job design is a process of organizing tasks, duties and responsibilities into a unit of work to achieve organizational objectives.
- ~ Job design establishes the relationship that should exist between the job holder and his superiors, subordinates and colleagues.
- ~ Job design is important for an organization to perform the organizational activities in the most efficient and effective manner.
- ~ There are mainly three steps involved in job design:
 - Specifying individual task - This is the first step of job design under which the individual task is specified.
 - Specifying methods - Specific methods to conduct the various task are identified
 - Combining task into jobs - These individual tasks are combined into a group and assigned to an individual employee or a group.

- ~ Job design helps a firm in achieving cost reduction by eliminating causes of accidents & injuries through enhanced health & safety measures.
- ~ It enhances employees' satisfaction, motivation, involvement and commitment levels.
- ~ Various factors like organization's requirements, individual likes and dislikes, technology and organizational structure affect job design.

A8.) Important Skills required of a Manager

- ~ Managerial skills are tools in the hand of any manager.
 - ~ Most of these skills are cultivated through personal character development.
 - ~ Some of these are taught during training.
 - ~ Here are three vital skills:
1. Technical Skill: Technical skill refers to ability to use equipments, methods and techniques involved in performing specific tasks.
eg:- Ability in programming & operating computers.

2. Conceptual Skill - This skill consists of manager's ability to coordinate all organizational activities and varied interest involved in it.

~ Conceptual skills include analytical skills which are the ability to visualize, gather information, analyze solve complex problems and make decisions.

3. Human Relational Skill - The ability of a manager to work with, understand and motivate people in the organization.

~ It also involves the ability to build effective work teams.

~ The main sub skills include - motivating skill & leadership skill.

A9.) Selection of an Engineer

~ Selection is a process of examining the applicant to find out the suitability of the applicant for the given job and choosing the best from them.

~ It is a process of picking the best suited for the organizations requirements, and also rejection of

unsuitable applicants.

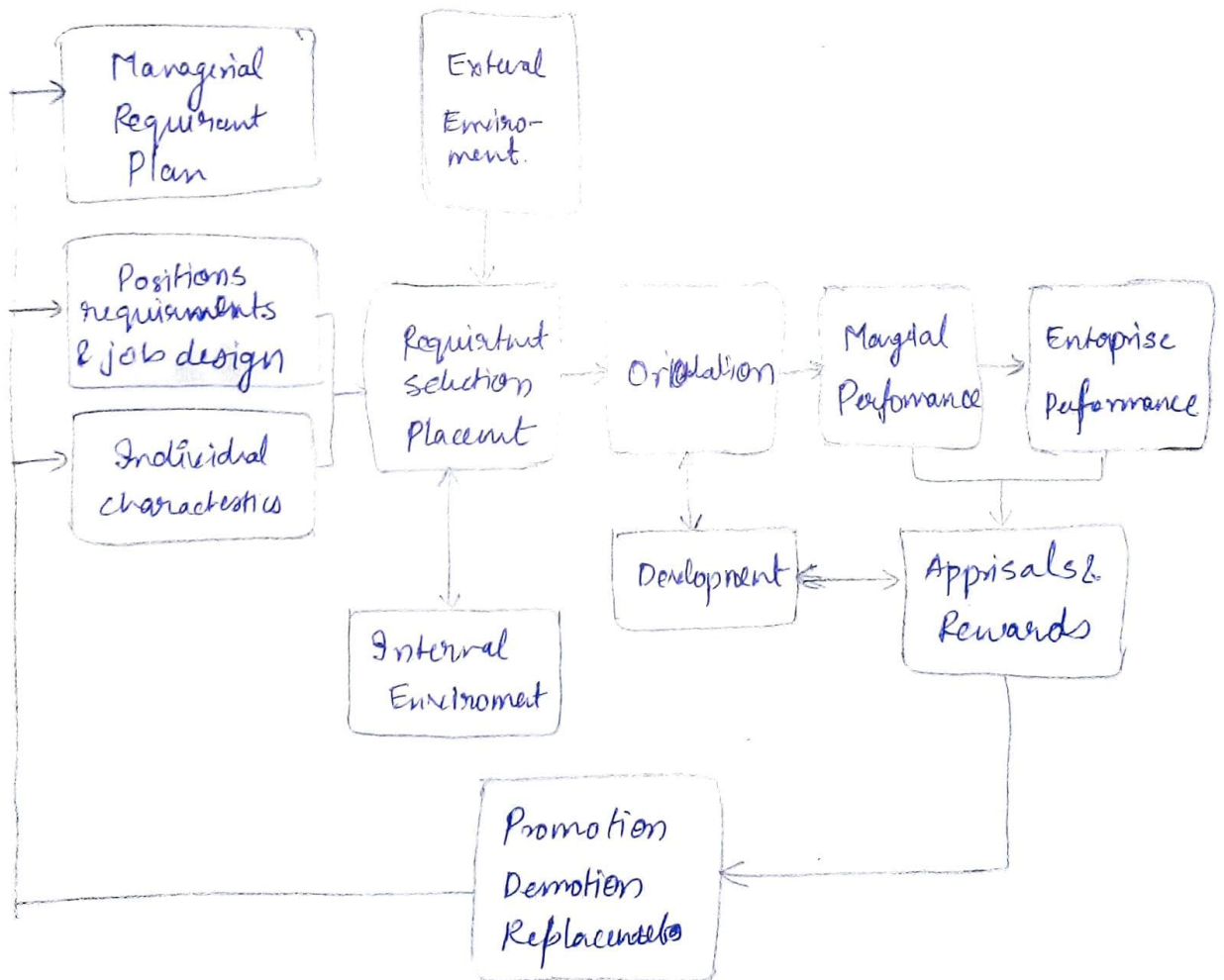
~ After attracting a number of applicants through various sources the next stage is the selection process, and it included following steps:

1. Obtaining job description & job specification - Job description includes determination of job title, department in which job exists, work to be performed by the new employee etc. Job specification helps human resource managers distinguish between the essential and desirable requirements for a job.
2. Application form: It is the most universal mechanism used to screen the applicants to be called for interview. The contents of application can discourage unsuitable applicants.
3. Employment tests: Aptitude, trade, psychological tests are conducted to measure different abilities of applicants.
4. Interview - It is a conversation between applicant and the interviewer (recruiting officer) in which the interviewer asks question to the applicants on various topic to judge their ability & suitability.

5. Physical Examination - Medical test is carried out to see whether the applicant does not suffer from contagious disease / permanent disabilities.

6. Induction & Orientation - They give newly selected employee necessary information about the organization. It helps to develop cordial relationship between the newcomers & old employees.

A.10.) System Approach to Solution



- ~ A system approach is essential for the selection & assessment of present and future needs of human resources in an organization.
- ~ Every system has four major components namely inputs, transformation, process, output & feedback.
- ~ Inputs
 - It consists of identification of managerial plan, position, requirement & job design, & individual characteristics.
 - This may contain various processes of testing an interview.
- ~ Transformation Process
 - In this stage those, selected candidates are trained, & placed according to internal & external environment of a company.
 - The recruited staff is oriented to familiarize with the environment of their work.
- ~ Output
 - Here the ~~performance~~ both managerial and enterprise ~~are~~ performance are measured.
 - This is done by the HR department's continuous evaluation of employees.

- ~ Feedback
 - Once we have the results of the employee performance charted out.
 - It becomes easier to reward employees with promotion or demotions according to their performance.
- ~ Hence system approach provides a simplified yet elegant view of the organization's human resources.