

Chapter-1

Introduction

[2 hours]

④ Meaning & Concept of Management:

(Def) Management is a set of activities including planning, organizing, leading and controlling directed to an organization's resources (human, financial, physical and information) with the aim of achieving organizational goals in an efficient and effective manner.

The term management has come to use mostly of the utilization of group effort in the attainment of common goals and objectives.

The concept of management is universal and dynamic. The continuous and rapid development of management principles and their practices has changed the nature of management. It is regarded as a specialized discipline.

Management is a social process entailing responsibility for the effective and economical planning and regulation of the operation of enterprise in the fulfillment of a given purpose or task.

The basic concepts of management

are:

(i) Management as a process:

While looking as a process, it accomplishes the activities of planning, organizing, staffing, directing and controlling.

Management performs all these staffing, directing and controlling in a co-ordinated way.

(ii) Management as a discipline:

Management as a discipline can be understood as a branch of knowledge of direction.

It is a specialized knowledge which gives idea regarding the study and use of certain principles laid down by the management.

(iii) Management as a noun:

It refers to all the managerial staffs of an organization engaged in formulating plans, policies and supervision as well as controlling the task of subordinates.

Functions of Management:

The broad functions of management are as follows:

① Planning:

Planning is the important function of management. It is the process of determining mission, goals and targets, and the activities necessary to achieve them.

The basic concept of planning is to make the best possible use of organizational resources to attain the goals.

② Implementation:

This function has two major parts:

③ Organizing:

It involves execution of activities, allocation of resources and processing information.

It also involves the allocation of roles, tasks and functions to individuals and department of an organization.

④ Staffing:

It involves several activities

such as order giving, supervising, directing, motivating and communicating.

The outcome of leadership is a high level of motivation and commitment among staff members.

- controlling
- co-ordination
- Motivating
- Leading

Scope and Applications of Management

(3) Evaluation:

Evaluation is simply defined as "finding out the value of something". This means to assess, estimate and to appraise the achievements.



Do you believe "Management is applicable in every sector". Explain.

[8 marks] (2015) (spring)

The general methods of evaluation are :

- Measurement
- Comparison
- Judgement
- Feedback

Controlling involves the evaluation of operating results. The outcome of control process is the ability to measure performance.

The common functions of management are :

- Planning
- Organizing
- Staffing
- Directing
- Communicating

C Staffing:

- Staffing is the process of managing resource in organization.

There are various functions for the staffing

- Human Resource requirement planning, analysing

D Directing:

- job analysis

- job specification

- job description

" - as well as utilizing & maintaining people

⑤ Controlling:

Controlling involves:

- monitoring actual performance,
- comparing actual to standard,
- and taking action, if necessary.

The outcome of a control process is the ability to measure performance accurately and regulate organizational efficiency & effectiveness.

Organization:

Organization is the formal association of two or more people who are in agreement to look for a common goal through efficient combination & implementation of plans, policies, rules and procedures.

Chapter-2 Organization

[4 hours]

Meaning & Concept of Organization:

Organization refers to the determination and assignment of duties to people and establishment of authority relationship among the people performing activities in the organization.

Organization is the process of identifying and grouping the work to be done, defining and delegating responsibility and authority, and establishing the relationship for the purpose of enabling people to work most effectively to obtain the objectives.

In other words, it is the form of every human association for the attainment of a common purpose.

It is the foundation on which the whole structure of management is built. It is the backbone of management.

The organization is related with building, developing and maintaining the structure of work relationship to accomplish the objectives of enterprise.

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classmate
Date _____
Page _____

classmate
Date _____
Page _____

~~Characteristics of organization:~~

The most common characteristics of an organization are:

① Social Interaction:

People interact with each other while at work. This interaction among the members leads to the development of a network of social relations in work place.

② Shared goals or purpose:

An organization has its own definite goals to attain. Without shared goals, people rarely come together and establish a definite pattern of interaction. Thus, the goal orientation binds the organizational members together.

③ Division of Work:

An organization binds different people together into a network of interactions to perform different tasks.

The nature and complexity of these tasks determine the rank and status of organizational members.

④ Co-ordination of Efforts:

The divided tasks performed by individuals need to be linked together to keep the activities of each division goal focused.

This is accomplished by co-ordination.

⑤ Hierarchy of authority:

Jobs to be performed in an organization are arranged in a ladder-like authority.

- The basis of this hierarchy are:
- job responsibility & accountability
 - skill demands of job
 - complexity of job.

⑥ Social control:

Organizations maintain their control over the behaviour of members and regulate their activities.

~~Principles Of Organization:~~

Organization is a continuous process. It is one of the major functions of management.

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Date _____
Page _____

- Unity of command
- Division of work
- Principle of hierarchy
- Scalar Principle
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The basic principles of organization are as follows:

(1) Unity of Objectives:

Organization is the mechanism to achieve the goals. Whatever objectives defined for the enterprise must be unified.

(2) Efficiency:

Organization should be able to attain the mission and the objectives at the minimum cost. It ensures optimum utilization of resources.

(3) Span of control:

It means a numerical limit of subordinates to be supervised or controlled by a manager.

It emphasizes on limiting the right size of people to be controlled by senior.

(4) Division of Works:

A good organization involves systematic distribution of work and responsibilities. There are different departments for different works.

(5) Unity of command:

According to this principle, each subordinate should have one superior whose command every employee has to obey.

(6) Unity of direction:

There should be one objective and plan for a group of activities. The direction should be same from the superior.

(7) Delegation:

Under this principle, rights and responsibilities should be delegated to the different units of business.

(8) Simplicity:

The structure of organization should be simple so that each member can understand his/her duties and authority.

- (9) Clear definition of authority
- (10) Principle of flexibility
- (11) Principle of balance
- (12) Scalar Principle
- (13) Specialization
- (14) Responsibility
- (15) Staffing

Formal & Informal Organizations:

Formal Organization:

An organization formed by rules and regulations is known as formal organization.

Formal organization is established to carry out some specific work or to meet some common goals of the organization.

The formal organization refers to the structure of job and positions with clearly defined functions and relationships as prescribed by the top management.

The features of the formal organization are:

- (i) It is created by the top management under some legal law.
- (ii) It is based on delegation of authority.
- (iii) It is a bureaucratic system.
- (iv) It focuses on job to be formed.
- (v) It has organizational chart.

(vi) It has no physical boundary.

(vii) It has minutes and documentation.

(viii) Its rules and regulation cannot be changed.

(ix) Organization runs whether it is in profit or loss.

(x) It may involve different types of informal organizations.

Informal Organization:

Informal organization is the form of organization which refers to people in group associated at work which is not specified in the formal organization chart.

It is not designed by management but it is developed by employees themselves.

Informal organization has unwritten constitution and conversion.

The basic features of informal organization are:

Importance of Informal Org in modern Business

(2014 fall)

- (i) It is an unplanned system.
- (ii) It reflects human or social relationship among people.
- (iii) It is voluntary association.
- (iv) It cannot be shown in the organization chart.
- (v) It also donot have any physical boundary.
- (vi) It have no minutes and documentation.
- (vii) It has no written rules & regulation.
- (viii) It has no legal laws.
- (ix) This organization runs only when it is in profit.

Formal organization	Informal organization
(2) Its size may be quite <u>large</u> .	(2) Its size may be <u>small</u> .
(3) They are <u>stable</u> and may continue for <u>long period</u> .	(3) They are <u>quite unstable</u> in nature.
(4) Authority flows from <u>higher to lower level</u> .	(4) All persons or members are <u>equal</u> .
(5) Communication is done by the way prescribed by organizational structure.	(5) Communication is done through informal channels.
(6) It has <u>official leadership</u> .	(6) It has <u>own informal leaders</u> .
(7) It is <u>mechanistic</u> .	(7) It is <u>humanistic</u> .

Difference between :

Formal Organization	Informal organization
(1) It is created and originated by ^{for the} <u>the</u> ^{of} management.	(1) It is created by socio-psychological forces of employees.

Organization chart :

The diagrammatic presentation of the formal structure of the organization is known as Organizational chart.

~~classmate~~ It reflects the formal structure of the organization showing the division of work among the employees and the relationship of different persons in an organization.

Every details of organization such as:

- all official positions,
 - lines of communication,
 - reporting relationship,
 - span of control
- are shown in an organizational chart.

Every organization structure, even a poor one, can be charted.

A chart merely indicates departments that are tied together along the principal lines of authority.

Types of Organization:

There are following types of organizations:

- (i) Line Organization
- (ii) Functional Organization
- (iii) Line and staff Organization
- (iv) Committee Organization
- (v) Matrix Organization

(1) Line Organization:

This is the simplest and oldest form of organization. Under this form of organization the term "line" has been borrowed from military administration.

All major decisions and orders are made by the executives at the top and are handled down to their subordinates.

Each sub-ordinate is directly responsible to superior for performance. This structure of organization is hierarchical in nature.

There are two groups of line organization:

- Pure Line Organization
- Department Line Organization

Merits:

- Simplicity
- Fixed Responsibility
- Unified control
- Quick Decision Making
- Flexible
- Economical

Demerits:

- Lack of specialization
- Overload on Managers
- Autocratic Leadership
- Inefficient
- One way traffic in communication

- Classmate
Date _____
Page _____
- Healthy competition between experts
 - Reduction of work load
 - Better control

Demerits:

- Multiplicity of authority
- Indiscipline
- Shifting of responsibility
- Lack of co-ordination
- Delay in decision making
- Multiple command system

② Functional Organization:

In this type of organization the entire work of an organization is divided into 8 major functions, consisting of 4 under planning function and rest under execution function.

Instead of having one single superior as in line organization, every function is placed under the charge of specialist.

The subordinates are responsible to different functional specialist for the performance of different functions.

Merits:

- Specialization
- Large scale production
- Improved Efficiency

③ Line & Staff Organization:

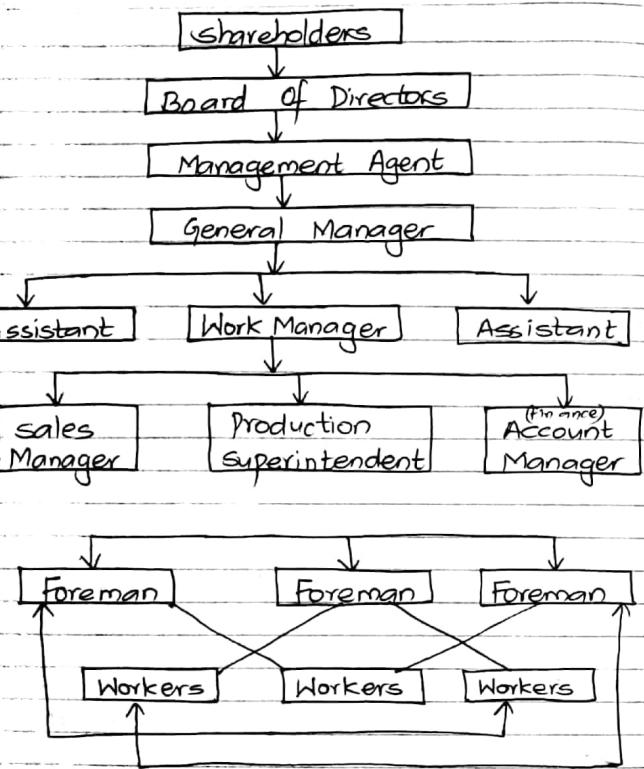
Line and staff organization is designed to secure the advantages of both line organization & functional organization.

The line maintains discipline and stability whereas the staff provides the expert knowledge.

The line and staff organization is the most common and popular among the large enterprises.

An outline of line and staff organization is as below:

Functional Specialist → contribute for making plans (P.T.O)
& Line Managers → Responsible for implementation of plans in practical field.



④ Matrix Organization:

It is the mixed form of organization in which the functional and departmental forms overlap.

In matrix structure, managers group people and responsibilities in two ways:

- by function
- by product or work project.

Matrix Organization violates the unity of command principle which states that a person should have only one boss.

There are 3 types of matrix organization:

- Weak Matrix organization
- Balanced Matrix organization
- Strong Matrix organization

Merits:

- Efficient to bring together the diverse specialized skills.
- Minimize co-ordination problem
- Better communication
- Flexibility
- Cost saving and avoid duplication

Merits:

- Specialization
- Sound decision
- Relief to top executives
- Flexibility
- Gets advantage of line & functional organization
- Better co-ordination

Demerits:

- conflict between line & staff.
- Advice may be ignored
- No demarcation of authority
- Lack of responsibility
- Unconomical

Demerits:

- Difficult for employees to adopt & adjust.
- can affect the moral of employees.
- Violation of unity of command.
- conflict may arise.

less in the hand of lower level employees

The features of authority can be listed as:

- It is the right to command and control others.
- It can be delegated to subordinates.
- It helps to co-ordinate.
- It is the right to influence others.
- It is for the attainment of organizational goals.

Authority & Responsibility:

Authority:

✓ Authority may be defined as the right for making decisions.

✓ The term authority is linked with the position or a person since individuals can come and go, the authority clearly remains attached to the position.

✓ Authority is defined as the power to command others to act or not to act in a manner demanded by the processor of the authority.

It is the right to give others and the power to exact obedience. The volume of authority is guided by the level of position held by people.

✓ Authority remains more in the hand of higher level executives and

Responsibility:

✓ Responsibility is an obligation to perform certain function or to achieve certain results in the organization.

Responsibility starts from the superior subordinate relationship.

✓ Responsibility has two dimensions:

- one is the obligation of a person to perform duties.

- Another which is accounted with checkup, supervision, control and punishment.

The basic features of responsibility are as follows:

→ It can't be delegated.

→ It flows upward.

→ It is the relationship between superior and subordinate.

→ It relates with the performance of duty.

→ It is linked with authority.

Responsibility is the obligation of an individual to carry out assigned duties and it comes to an end after the performance of assigned duties.

Relationship Between Authority & Responsibility:

Authority and responsibility are closely related to each other.

The relationship can be further clarified as follows:

(1) Authority and responsibility should go hand in hand. Authority without responsibility or responsibility without authority is meaningless and worthless.

(2) The principle of parity between authority & responsibility does not permit for providing excessive authority to a subordinate than is required to carryout the task.

(3) In the process of delegation, only authority is delegated but responsibility is not delegated.

Difference Between:

	Authority	Responsibility
(1)	It is originated from legal provisions and is attached to particular position.	It is originated from superior-sub-ordinate relationship.
(2)	It can be delegated.	It cannot be delegated.
(3)	It flows downwards in organization.	It flows upwards in organization.
(4)	Authority may continue in management after the end of duty.	Responsibility comes to end after the performance of duty.

Authority	Responsibility
(i) Authority is the legal right of superior to command the subordinates.	(ii) Responsibility is the obligation of employee to carry out assigned duties.

Chapter-3 Motivation & Leadership

[6 hours]

Concept Of Motivation

Motivation is the behavioural concept by which we try to understand why people behave as they do.

Literally, motivation

means inducement to act or move. It is the inner impulse that induces a person to act in a certain way. It is a series of internal drives within a person at different levels.

In an organizational setting,
"Motivation means to make an employee act in a desired manner".

It implies not only that the employees should act in a disciplined manner, but also they should act in an efficient and productive manner.

✓ The motivation is primarily concerned with:

- (i) What energizes behaviour?
- (ii) What directs or channels behaviour?
- (iii) How this behaviour is maintained and sustained?

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classmate
Date _____
Page _____

classmate
Date _____
Page _____

Incentives:

An incentive is something that motivates an individual to perform an action.

The study of incentive structures is central to the study of all economic activities, both in terms of individual decision making & in terms of co-operation & competition with larger institutional structure.

Ultimately, incentives aim to provide value for money and contribute to organizational success.

Incentives can be classified according to the different ways in which they motivate agents to take particular course of ~~no~~ action.

The class of incentives are as follows:

(1) Remunerative Incentives:

(Financial Incentives)

They are said to exist where an agent can expect some form of material reward "especially money" in exchange of acting in a particular way.

(2) Moral Incentives:

They are said to exist where a particular choice is widely regarded as the right thing to do.

A person acting on a moral incentive can expect a sense of self-esteem.

(3) Coercive Incentives:

They are said to exist where a person can expect that the failure to act in a particular way will result in physical force being used against them by others in the community.

(4) Natural Incentives:

It includes the factors such as curiosity, mental or physical exercise, admiration, fear, anger, pain or the pursuit of truth, or the control over things in the world or people or oneself.

Theories Of Motivation:

We all want to be more productive but getting motivated enough to actually get things done can seem impossible.

Social scientists have been studying motivation for decades, trying to find out what motivates our behaviour, how and why.

(2015 fall)
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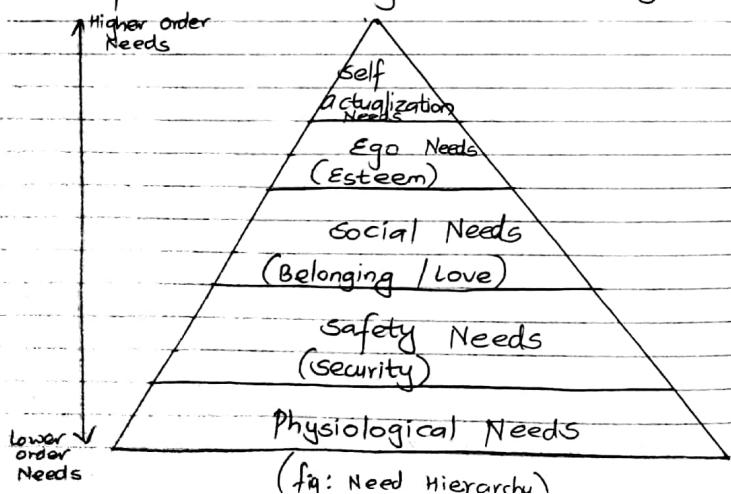
(I) Need Hierarchy:

The ~~Hierarchy~~ "Hierarchy of Needs" theory was coined by Psychologist Abraham Maslow in his 1943 paper "A theory of Human Motivation".

According to Maslow, human beings everywhere share a concern for certain fundamental needs.

The crux of the theory is that individuals most basic needs must be met before they become motivated to achieve higher level needs.

The figure below shows the hierarchy of needs according to this theory:



(I) Psychological Needs:

These needs must be met in order for a person to survive such as food, water, clothing, shelter, sex and other bodily needs.

(II) Safety or security Needs:

These needs includes the needs for the things that provide safety from physical and Psychological ~~from~~ harm. It includes personal and financial security and ~~but~~ health and well being.

(III) Social or love/Belonging Needs:

These includes the needs for affection, friendship, relationships, family and support from others.

(IV) Ego or Esteem Needs:

These needs include the need to feel confident and for the respect, autonomy, attention and recognition from others.

(V) Self - actualization Needs:

These includes the desire to

achieve everything you possibly can and become the most you can be for personal growth.

(2) Dual Factor Theory:

The dual factorial theory of Motivation is also known as Motivation-Hygiene theory or two-factor theory.

As the title indicates, this theory has emphasized the roles of two set of factors:

- Hygiene factors
- Motivating factors

(1) Hygiene Factors:

These are the "maintenance factors" as their presence maintains employees satisfaction.

However, their absence causes dissatisfaction.

The factors which works as hygiene includes:

- ✓ wages
- ✓ salary, status
- ✓ company policies & administration
- ✓ job security
- ✓ personal life
- ✓ interpersonal relations with superiors, peers and subordinates

(2) Motivating factors:

These factors are also called motivators or satisfiers because these factors satisfy the employee's needs for self-actualization.

These are factors that lead to satisfaction and motivate the employee to work harder.

The factors that serve as satisfiers or motivators are:

- ✓ Achievement
- ✓ Recognition
- ✓ Advancement
- Work itself
- ✓ Responsibility
- career progression
- possibility of personal growth
- challenging work

The two set of factors both influenced motivation, but they appeared to work completely independent of each other.

(3) Expectancy Theory:

Expectancy Theory proposes that people will choose how to behave depending on the outcomes they expect as a result of behaviour.

In other words, we describe what to do based on the what we expect the outcome to be. At work, it might be that we work longer because we expect a pay rise.

As expectancy theory also suggests that the process by which we decide, our behaviour is also influenced by how likely we perceive those rewards to be.

Expectancy theory is based on three elements:

(i) Expectancy (E):

It is the belief that your effort will result in your desired goal.

This is based on past experience, self-confidence and how difficult we think the goal is to achieve.

(ii) Instrumentality (I):

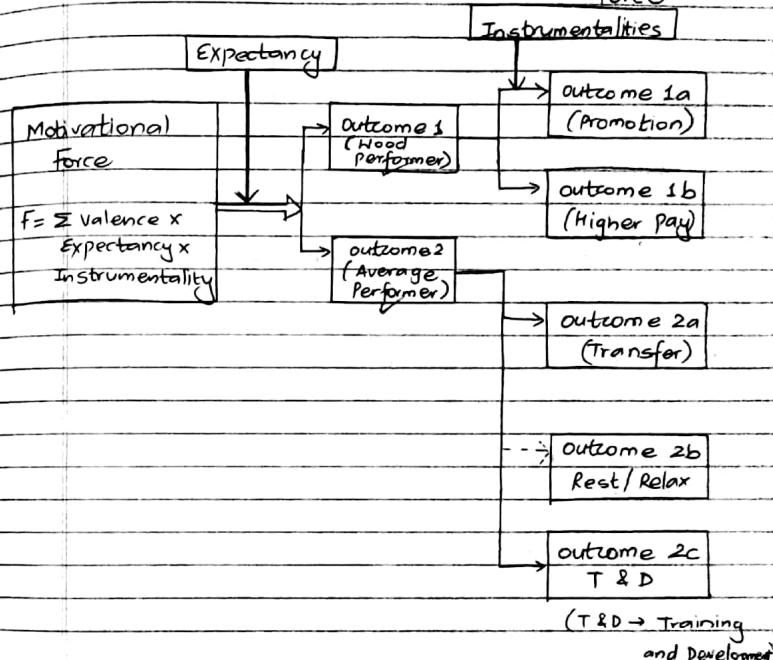
It is the belief that we will receive a reward if we meet performance expectations.

(iii) Valence (V):

It is the value you place in the reward.

$$F = E \times V \times I$$

, F = Motivational Force



(4) Achievement Theory:

This theory was proposed by social Psychologist David McClelland, who studied workplace motivation.

This approach aimed to explain how different types of motivation affect people's performance within a business setting.

There are three factors that drives us, these includes:

- achievement
- affiliation
- power

(i) Achievement:

People with high need of achievement seek to excel and thus tend to avoid both low risk and high risk situations.

Achievers avoid low risk situations because the easily attainable success is not a genuine achievement. In high risk projects, achievers see the outcome as one of the chance rather than one's own effort.

(ii) Affiliation:

The motivators of this type wants to belong to the group and wants to be liked, and will often go along with whatever the rest of the group wants to do.

This motivator doesn't like high risk or uncertainty.

(iii) Power:

This motivator wants to control and influence others. It also likes to win arguments, enjoys competition, status and recognition.

Leadership:

(defn) - (2015 spring)

✓ Leadership is involved with initiating action. Leadership is the act of influencing and inspiring people to do any work.

Leadership is the process of directing and influencing the task related activities of group members.

✓ In other words, leadership is the relationship in which one person (the leader) influences other to work willingly on related tasks to attain organizational goals.

✓ Whatever may be the nature and type of influence, leaders are the people who:

- lead the group or followers
- influence the behaviour of others
- possess the leadership skills
- attain the organizational goals through their influence.

leadership styles:

(2015 spring)

Leadership style is a leader's style of providing direction, implementing plans and motivating people.

There are many different leadership

styles proposed by various authors.

There are four main styles of leadership:

(1) Autocratic style: (Leader-centered)

This style is also called Authoritarian style or Dictatorial style.

It keeps main emphasis on the distinction of the authoritarian leader and their followers.

Autocratic leaders are the ones who gets others to do. They direct with little or no scope on their part for influencing the decision.

(2) Participative style: (Group centered)

[Democratic/Flexible style]

This style is also called democratic or consultative style.

Leaders seek to lead mainly by persuasion and example rather than by force, fear, status or power.

They consider the opinions and feelings of their subordinates, make them feel important and encourage participative decision making.

(3) Paternalistic style: (Leader centered)

The way a paternalistic leader works is by acting as a father figure by taking care of their subordinates as a parent would.

Leaders make the decisions but deal more kindly with subordinates and allow them some flexibility.

(4) Free Rein style: (Individual centered) [Laissez-faire style]

This style is also called Laissez Faire style. The leaders do not get involved at all. They let the group run by itself.

This style creates more anxiety and tension among subordinates. This style is very rarely used in organization.

Participative Management:

Participative management encourages the involvement of stakeholders at all levels of an organization in the analysis of problems, development of strategies and implementation of solutions.

~~Employees~~ Employees are invited to share in the decision-making process of the firm by participating in activities such as:

- setting goals,
- determining work schedules
- and making suggestions.

Other forms of participative management includes the following:

- increasing the responsibility of employees
- forming self managed teams, quality circles, etc
- soliciting survey feedback.

It involves management, treating the ideas and suggestions of employees with consideration and respect.

Four processes influence participation. These processes create employee involvement as they are pushed down to the lowest level in an organization.

The four processes include the following:

(i) Information sharing:

It is concerned with keeping employees informed about the economic status of company.

(ii) Training:

It involves raising the skill levels of employees and offering development opportunities to apply new skills.

(iii) Employee decision making:

It can take many forms from determining work schedules to deciding on budgets or processes.

(iv) Rewards:

It should be tied to suggestions and ideas as well as performance.

(IMP) Management By Objectives:

Management by objectives is a management model that aims to improve performance of organization by clearly defining objectives that are agreed to by both management and employees.

It is the process of defining scientific objectives within organization that management can convey to organization members, then deciding on how to achieve each objective in sequence.

This process allows management to take work that needs

to be done one step at a time to allow for a calm, yet productive environment.

The system of management by objectives can be described as a process whereby the superior and sub-ordinate jointly identify its common goals.

Then, each individual's major areas of responsibility are defined in terms of results expected and use these measures as guides for operating the unit and assessing the contribution of each of its members.

The benefits of MBO are:

- (i) Motivation
- (ii) Better communication & co-ordination
- (iii) clarity of goals
- (iv) Common goal for the whole organization.

(Imp) Management By Exception: (MBE)

Management By Exception is the way of separating tasks between staff & management.

It is the practice where only significant deviations from a budget or plan are brought to the attention of management.

The idea behind it is that the management's attention will be focused only on those areas in need of action.

If the company is going to implement MBE then they need to first set up a basic framework that will identify items that vary from plan to plan.

MBE, when applied to business is a style of management that gives employees the responsibility to take decisions & to fulfill their work or projects by themselves.

Primarily, it is necessary to set objectives or norms with predictable results. These performances are assessed and get equated with the actual performance.

Next, the deviation get analysed. If there is no deviation (or very less), no action is required & senior managers can concentrate on other matters.

If the actual performance deviates significantly, the concern needs to be passed to the senior managers.

as an "exception has occurred"

Finally, the aim is to solve the exception immediately.

(#) Learning Organizations:

A Learning Organization is the term given to a company that facilitates the learning of its members and continuously transforms itself.

It is a group of people working together collectively to enhance their capacities to create results they really care about.

The learning organizations have following five characteristics :

(1) Systems Thinking:

The idea of learning organization developed from a body of work called systems thinking.

It states that all characteristics must be apparent at once in an organization for it to be a learning organization.

(2) Personal Mastery:

The commitment by an individual to the process of learning is known as Personal Mastery.

(3) Mental Models:

The assumptions held by individual & organization ~~are~~ are called mental models. To become a learning organization, these models must be challenged.

(4) Shared Vision:

The development of shared vision is important in motivating the staff to learn, as it creates a common identity that provides focus & energy for learning.

(5) Team Learning:

The benefit of team or shared learning is that staff grow more quickly and the problem solving capacity of the organization is improved through better access to knowledge and expertise.

Benefits:

- (i) Maintaining levels of innovation & remaining competitive.
- (ii) Being better placed to respond to external pressure.
- (iii) Improving quality of outputs at all levels.
- (iv) Increasing the of change within the organization

Objectives of HRM:

- To achieve goals
- To achieve cost efficiency
- To improve productivity
- To maintain organizational structure
- To maintain harmonious relationships
- To maintain employee morale & discipline
- To manage change.
- To provide quality work life.

Chapter- 4 Human Resource Management

[6 hours]

Introduction:

Human Resource Management (HRM) is defined as the process of accomplishing organization's objectives by acquiring, retaining, developing & properly using the human resource in an organization.

HRM, by contrast, is a very broad concept. It brings together the interest of organization & individual employees with the expansion and use of human resource capabilities.

Staffing is the process of obtaining & maintaining a work force capable of fulfilling the goals of the organization.

The purpose of staffing is to hire people who fit the jobs needed to achieve the organization's goals.

The principal staffing activities are:

- recruitment,
- selection,

- orientation
- training &
- development

Functions of HRM:

The functions of Human Resource Management are:

(i) Managerial Functions:

The managerial functions include:

- Human Resource Planning

In this function, the number & type of employees needed to accomplish organizational goal is determined.

- Organizing

In an organization, tasks are allocated among its members, relationships are identified and the activities are integrated towards goals.

- Directing

Activating employees at different level and making them contribute maximum to the organization is possible through proper direction & motivation.

- controlling

The actual performance of employee is checked and verified and compared with the plans, then control measure are taken if required.

(ii) Operative Functions:

The operative functions include the following:

- Recruitment & selection
- Job Analysis & Design
- Performance Appraisal
- Training & Development
- Maintenance
- Labour Relations

Recruitment:

Recruitment is the core function of Human Resource Management.

It refers to the overall process of attracting, selecting & appointing suitable candidates for jobs within organization.

The recruitment process includes the following:

- analyzing the requirements of a job.
- attracting employees to that job
- screening & selecting applicants
- hiring
- integrating new employee to the organization.

Managers, human resource generalist and recruitment specialists may be tasked with carrying out the recruitment.

But in some cases, public sector employment agencies, commercial recruitment agencies are used to undertake parts of the process.

The process involved in the recruitment include:

- Job Analysis
- Sourcing
- Screening & selection.

(2015 Spring)

Job Analysis, Job Specification & Job Description:

Job Analysis :

Job Analysis is a process to identify and determine in detail the particular job duties & the requirements of these duties for the given job.

Job analysis is a process where judgements are made about data collected on a job.

The purpose of job analysis is to establish and document the job relatedness of the employment procedure such as training, selection, compensation performance appraisal.

There are general methods for job analysis. They are:

- Expert panels
- Structured questionnaires
- Check lists
- Supervisor interviews
- Diary method & Technical conference

Job analysis should collect information on the following areas:

- (i) Duties & Tasks
- (ii) Environment
- (iii) Tools & Equipments
- (iv) Relationships
- (v) Requirements.

Job Specification:

Job specification is a statement of employee characteristics and qualifications required for satisfactory performance of defined duties and tasks comprising a specific job or function.

Job specification is derived from job analysis. The job specification describes the person you want to hire for a particular job.

The components of job specification are as follows:

- (i) Experience
- (ii) Education
- (iii) Required skill, ~~know~~ knowledge and characteristics
- (iv) High level overview of job requirements

Job Description:

A job description is a list that a person might use for general task or function and responsibilities of a position.

It often includes specifications such as:

- qualifications or skills needed by person in the job
- salary range.

The job description is usually developed by conducting job analysis, which includes examining the tasks & sequence of tasks necessary to perform the job. A job description is often used in recruitment.

Human Resource Development:

Human Resource Development is a framework for the expansion of human capital within an organization through the development of both the organization and the individual to achieve performance improvement.

As a process, human resource development takes place within organizations & includes both training & development & organization development.

Human Resource development combines training and career development to improve the effectiveness of the individual, group and organization.

Examples of Human Resource Development include:

- formal activities like classroom training, college courses
- change effort planned by the organization
- Informal activity such as coding by manager to employees.

Training:

Training constitutes a basic concept in HRD. It is concerned with developing a particular skill to a desired standard by instruction and practice.

Training is defined as the organized procedure by which people learn knowledge and skill for a definite purpose.

Training refers to the teaching & learning activities carried on for the

- steps in training
- 1) Training need assessment
 - 2) establishment of training objectives
 - 3) choosing appropriate method
 - 4) Planning Training

- 5) Conducting Training
- 6) Training Effectiveness Evaluation
- 7) Feedback

Primary purpose of helping members of an organization to acquire & apply the knowledge, skills, abilities & attitudes by a particular job & organization.

Methods Of Training:

A large variety of methods of training are used in business. Even within one organization, different methods are used for training different people.

The training methods are basically classified as:

- On the job training
- off the job training

(i) On the job training :

Employee training at the place of work while he or she is doing the actual job.

Usually a professional trainer serves as a course instructor using hands on training often supported by formal classroom training.

It aims at developing the best

practices for a specific job and getting the job done.

These methods are simple and less expensive as they utilize the actual workplace and firm's supervisors for imparting training.

The on-the-job training methods are:

- coaching
- Mentoring
- Job Rotation
- Job Instruction Technology
- Understudy

Coaching:

It is one to one training & helps in quickly identifying the work areas & tries to focus on them.

Mentoring:

The focus in this training is on the development of attitude.

Job Rotation:

The focus in this training is to train employees by rotating them through a series of related jobs.

Job Instruction Technology (JIT):

It is a step by step training method in which a suitable trainer:

- (a) Prepares a trainee
- (b) demonstrate the task
- (c) allows the trainee to show the demonstration
- (d) follows up to provide feedback

Understudy:

In this method, superior gives training to the subordinate as his understudy like an assistant to a manager or director.

(ii) Off the job Training:

Off the job training methods are conducted in separate from the environment, study material is supplied, full concentration on learning rather than performing, and there is freedom of expression.

The off-the-job training includes:

- Lectures & conferences
- Vestibule Training
- Simulation Exercise
- Sensitivity Training
- Transactional Analysis

Lectures & conferences:

These are the traditional & direct method of instruction. It is a verbal presentation for large audience.

Vestibule Training:

It is a term for near-the-job training as it offers access to something new. The workers are trained in a prototype environment on the specific job.

Simulation exercise:

It is any artificial environment exactly similar to actual situation.

There are four basic simulation techniques:

- management games
- case study
- role playing
- In-basket training

Sensitivity Training:

This training is about making people understand about themselves and others reasonably, which is done by

developing social sensitivity and behavioral flexibility.

Transactional Analysis:

It provides trainees with a realistic and useful method for analysing and understanding the behaviour of others.

Performance Appraisal:

Performance appraisal is the method by which the job performance of an employee is documented and evaluated.

Performance appraisal are the part of career development and consist of regular reviews of employee performance within the organizations.

It is a systematic & periodic process that assesses an individual employee's job performance & productivity in relation to certain pre-established criteria and organizational objectives.

The benefits of performance appraisals are:

(1) Facilitation of communication

(2) Enhancement of employee focus through promoting trust.

(3) Goal setting & desired performance reinforcement.

(4) Performance improvement.

(5) Determination of training needs.

Basically, the process of performance appraisal is the series of steps. The steps are as follows:

→ Establish Performance standards

→ Communicating Performance ^{standard} expectation to employee

→ Measure Actual performance

→ Compare actual performance with standards. (i.e Analysis of deviation)

→ Discuss the Appraisal with the employee
(Discussion of deviation)

→ Initiate Corrective Actions.

Elements of Compensation:

Compensation is a systematic approach to provide monetary value to employees in exchange of work performed.

Compensation may achieve several purposes assisting in recruitment, job performance & job satisfaction.

There are different types of compensation such as:

- Base Pay
- Commissions
- Overtime Pay
- Bonus, Profit Sharing, Merit Pay
- Stock options.

Defn: (Performance Appraisal)

→ Method by which the performance of an employee is evaluated.

(generally in terms of quality, quantity, cost & time)

- Serves as a basis for the compensation & reward management.
- Helps in taking the decision regarding employee's promotion as well as training & development needs of employee.

Elements / Determinants of Compensation

① Legal Consideration

- Government rules & regulations
- Minimum level of wages & salaries determined by government
- Taxes imposed by the govt.

② Cost of Living

- Minimum expenses reqd to fulfill employee's basic needs like food, shelter, etc.

③ Labour Market:

- Labour Market \Rightarrow source of employee & labour
- Change in demand & supply of labour in market
- When demand exceeds supply, then level of compensation rises

④ Competition Pay:

⑤ Job Evaluation

⑥ Financial Position of Organization

Chapter - 5

Introduction To Industrial Relations [6 hours]

⑦ Meaning of Industrial Relations :

Industrial Relations (IR) is the study of the laws, conventions and institutions that regulate the work place.

It is about the relationship between an employee & management.

It is defined as the relation between the individual or group of employees & the employer for engaging themselves in a way to maximize the productive activities.

Industrial Relations covers all the aspects of employment relationship including:

- human resource management
- Employee relations
- union-management relations

Need of IR has arisen to defend the interest of workers for adjusting the reasonable salary or wages.

(#) Trade Union:

A trade union is an organization whose membership consists of workers and union leaders, united to protect & promote their common interest.

The principal purposes of trade union are as follows:

- negotiate wages & working condition terms
- regulate relations between workers and its employer
- take collective action to enforce the terms of collective bargaining
- raise new demands on behalf of its members
- help settle their grievances.

The most common purpose of these unions is maintaining or improving the conditions of their employment.

(SN) (2015 spring)

(#) Collective Bargaining:

It is the process of negotiating the terms of employment between an employer and a group of workers (employee).

The terms of employment are likely to include items such as:

- condition of employment
- working condition & workplace rules
- base pay, overtime pay
- work hours, work holidays
- sick leave, vacation time
- retirement benefits & health care benefits.

The interest of the employees are commonly presented by the representatives of a trade union to which the employee belong.

The collective bargaining is the (agreement) and it establishes the rules of employment for a set number of years.

The collective bargaining process may involve antagonistic labor strikes or employee lockouts if the two sides are having trouble reaching the agreement.

2014 Fall
2015 Fall

→ Written complaint relating to the feeling of inequality or injustice registered by an employee through a formal process.

classmate
Date: _____
Page: _____

Employee Grievances:

A grievance is a complaint raised by an employee which may be resolved by procedures provided for in a collective agreement, an employment contract or by other mechanisms established by an employer.

✓ The grievances may arise due to :

- violation of collective bargaining agreement.
- treatment by others in the workplace
- violation of the law such as workplace safety regulations.

The employee grievance process comprises of the following steps :

- (i) Discuss the complaint with immediate supervisor.
- (ii) Prepare & submit complaint procedure form to HR consultant for review by second level supervisor.
- (iii) Submit complain procedure form to HR director for review by third level manager.

(iv) Submit complaint Procedure form for final Appeal to the appropriate vice-president.

(v) General Information & actions from the authority to resolve the disputes.

If the dispute cannot be resolved through discussion & negotiation between the labour and management, mediation, arbitration or legal remedies may be employed.

If the collective disputes cannot be resolved, it may lead to a strike.

Employee Discipline:

The purpose of employee discipline is not to embarrass or degrade an employee.

The purpose is to ensure that the employees ~~by~~ perform in a manner that is deemed acceptable by the organization.

✓ Employee discipline is defined as the ~~(regulation or conditions)~~ that are imposed on employees ~~by~~ the management in order to either correct or prevent behaviours that are detrimental to an organization.

The employee discipline can also be defined as a condition in the organization where employees conduct themselves in accordance with the organization's rules & standards of acceptable behaviour.

Features :

- (i) Discipline is self-control
- (ii) It is a negative approach.
- (iii) It impose penalty or punishment if rules are not obeyed.

Objectives :

The objectives of employee discipline are as follows:

- (i) Motivate an employee to comply with the company's performance standard.
- (ii) Maintain respect & trust between the supervisor and employee.
- (iii) Improve the performance of employee.
- (iv) Increase the morale & working efficiency of employees.

(2015 fall)

Employee Health & Safety:

Employee health and safety is a multi-disciplinary field concerned with the safety, health and welfare of people at work.

The goals of employee health and safety include programs to foster a safe and healthy work environment.

It may also protect workers, family members, employers, customers and many others who might be affected by the workplace environment.

It deals with all the aspects of health and safety in the workplace & has a strong focus on primary prevention of hazards.

The support provided by employee health & safety are as follows:

- (1) Serves as the primary operational component in developing & implementing safety and health programs.
- (2) Monitor, investigate, prepare report & maintain records of work related injuries & illness.

Chapter- 6

Human Behaviour & Conflict Management

[6 hours]

- (3) Performs workplace reviews as are considered appropriate to evaluate occupational health & safety policies.
- (4) Provide technical assistance to employees at all levels of responsibility on matters related to occupational health & safety.

Introduction:

Human Behaviour :

Human Behaviour refers to the array of every physical action and observable emotion associated with individuals, as well as the human race as a whole.

The behaviours of humans falls within a range with some behaviour being common, some unusual, some acceptable and some outside acceptable limits.

Behaviour in general includes actions having no meaning, being not directed to other people and thus all basic human actions.

The factors that affect the human behaviour include:

- (i) Genetics
- (ii) Social Norms
- (iii) Creativity
- (iv) Core faith and culture
- (v) Attitude

Conflict Management:

Conflict is any situation in which two or more parties feel themselves in opposition.

Conflict Management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict.

The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organizational setting.

~~Conflict~~ management can be done in three main ways:

- domination
- compromise
- integration.

Conflict management is the techniques and the practice of being able to identify and handle conflicts sensibly, fairly and efficiently.

There are following styles of conflict management:

- Accommodating
- Avoiding

- collaborating
- competing
- compromising

Types Of Conflict Management:

There are following types of Conflict Management:

- (i) Avoidance Conflict Management
- (ii) Competitive Conflict Management
- (iii) Collaborative Conflict Management
- (iv) Harmonizing conflict Management
- (v) Compromising Conflict Management

① Avoidance Conflict Management:

This is when a person does not pursue his/her own concerns or those of the opponents.

It is appropriate when:

- issue is trivial or not worth the effort
- most important issues are pressing & we don't have time to deal with it.

Advantages :

- low stress approach
- focus on more important issues
- gives better time to prepare and collect information.

Disadvantages:

- May lead to ~~not~~ weakening of position
- May negatively affect the relationship with party.

(2) Competitive Conflict Management:

It involves pushing one viewpoint at the expense of another or maintaining firm resistance to another person's actions.

This technique is appropriate when:

- all other methods are ineffective
- we need to stand up for our rights
- to resolve a long lasting conflict
- when a quick resolution is required and using force is justified.

(3) Collaborative Conflict Management:

It involves an attempt to work with the other person to find a win-win solution to the problem in hand.

It sees conflict resolution as an opportunity to come to a

mutually beneficial result.

It would be appropriate when:

- environment is collaborative
- high level trust is present
- long-term relationship is important
- you don't want to have full responsibility.

(4) Harmonizing Conflict Management:

It is accommodating the concerns of other people first of all, rather than one's own concern.

It would be appropriate when:

- It is important to provide temporary relief from conflict.
- You accept that you are wrong.
- The issue is not as important to you as it is to the other person

(5) Compromising Conflict Management:

It looks for an expedient and mutually acceptable solution which partially satisfies both parties.

It is the appropriate method when:

- the goals are moderately important
- to reach temporary settlement on complex issues
- when collaborating or forcing do not work.