

# **AFRICA CENTER FOR PROJECT MANAGEMENT**

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**MODEL: 1**

**ASSIGNMENT: 1**

**COURSE: POST GRADUATE DIPLOMA IN HUMAN RESOURCES  
MANAGEMENT**

**1. Explain what HR management is and how it relates to the management process. In line to this choose five functions of HR manager and discuss them in detail pointing out relevant examples**

Human resources is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees. The term *human resources* was first coined in the 1960s when the value of labor relations began to gain attention and when notions such as motivation, organizational behavior, and selection assessments began to take shape.

Human Resource Management can be explained further as the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and healthy measures in compliance with labour laws of the land.

Besides that, Human resource management is also seen as a contemporary, umbrella term used to describe the management and development of employees in an organization. Also called personnel or talent management (although these terms are a bit antiquated), human resource management involves overseeing all things related to managing an organization's human capital.

Human resource management is concerned with the development of both individuals and the organization in which they operate. HRM, then, is engaged not only in securing and developing the talents of individual workers, but also in implementing programs that enhance communication and cooperation between those individual workers in order to nurture organizational development.

### **How it is related to management process**

Each organization works towards the realization of one vision. The same is achieved by formulation of certain strategies and execution of the same, which is done by the HR department. At the base of this strategy formulation lie various processes and the effectiveness of the former lies in the meticulous design of these processes.

The following are the various HR processes:

Human resource planning (Recruitment, Selecting, Hiring, Training, Induction, Orientation, Evaluation, Promotion and Layoff).

- Employee remuneration and Benefits Administration
- Performance Management.
- Employee Relations.

The efficient designing of these processes apart from other things depends upon the degree of correspondence of each of these. This means that each process is subservient to other. You start from Human resource Planning and there is a continual value addition at each step. To exemplify, the PMS (performance Management System) of an organization like Infosys would differ from an organization like Walmart. And they are explained separately as below.

**Human Resource Planning:** Generally, we consider Human Resource Planning as the process of people forecasting. Right but incomplete! It also involves the processes of Evaluation, Promotion and Layoff.

**Recruitment:** It aims at attracting applicants that match a certain Job criteria.

**Selection:** The next level of filtration. Aims at short listing candidates who are the nearest match in terms of qualifications, expertise and potential for a certain job.

**Hiring:** Deciding upon the final candidate who gets the job.

**Training and Development:** Those processes that work on an employee onboard for his skills and abilities upgradation.

**Employee Remuneration and Benefits Administration:** The process involves deciding upon salaries and wages, Incentives, Fringe Benefits and Perquisites etc. Money is the prime motivator in any job and therefore the importance of this process. Performing employees seek raises, better salaries and bonuses.

**Performance Management:** It is meant to help the organization train, motivate and reward workers. It is also meant to ensure that the organizational goals are met with efficiency. The process not only includes the employees but can also be for a department, product, service or customer process; all towards enhancing or adding value to them.

Nowadays there is an automated performance management system (PMS) that carries all the information to help managers evaluate the performance of the employees and assess them accordingly on their training and development needs.

**Employee Relations:** Employee retention is a nuisance with organizations especially in industries that are hugely competitive in nature. Though there are myriad factors that motivate an individual to stick to or leave an organization, but certainly few are under our control.

Employee relations include Labor Law and Relations, Working Environment, Employee health and safety, Employer- Employee conflict management, Employee- Employee Conflict Management, Quality of Work Life, Workers Compensation, Employee Wellness and assistance programs, Counseling for occupational stress. All these are critical to employee retention apart from the money which is only a hygiene factor.

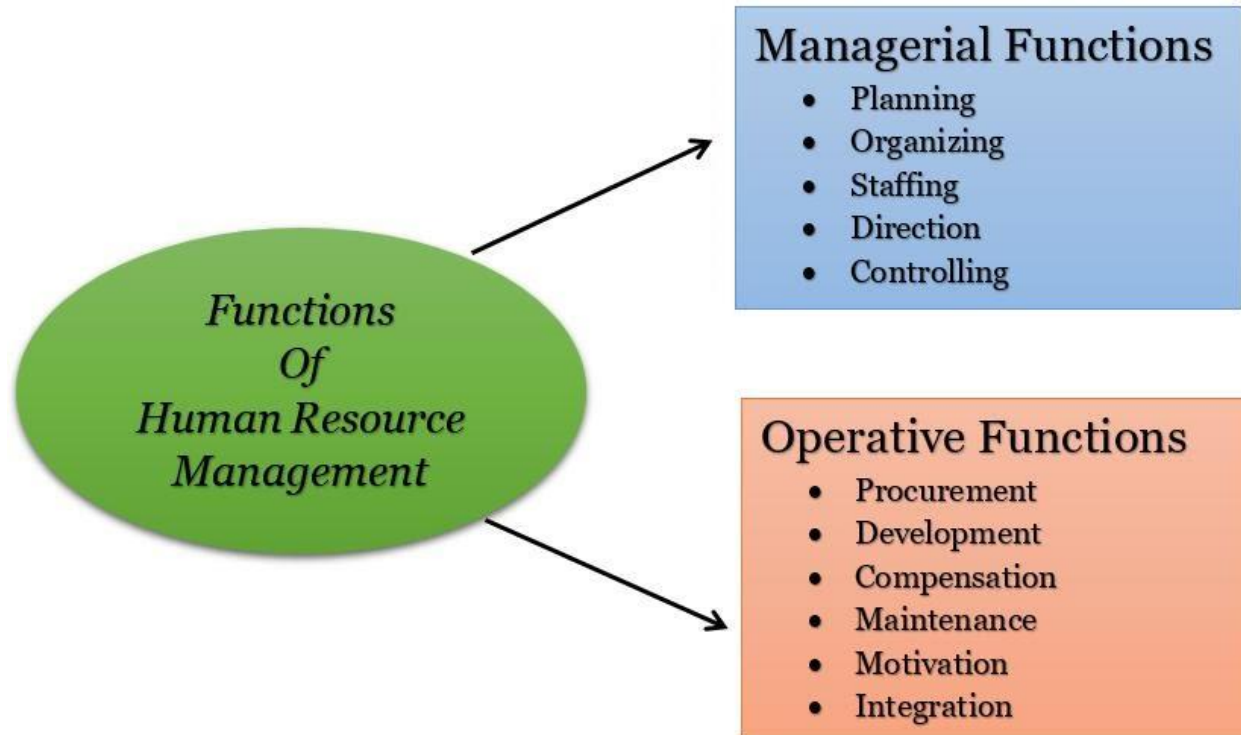
All processes are integral to the survival and success of HR strategies and no single process can work in isolation; there has to be a high level of conformity and cohesiveness between the same

## **Function of Human Resource Management**

Employees and has various functions like human resource planning, Conducting Job analysis, recruitment and conducting job interviews, selection of human resources, Orienting , training, compensating, Providing benefits and incentives, appraising, retaining, Career planning, Quality of Work Life, Employee Discipline, black out Sexual Harassments, human resource auditing, maintenance of industrial relationship, looking after welfare of employees and safety issues , communicating with all employees at all levels and maintaining awareness of and compliance with local, state and federal labor laws.

The historical rule of thumb for Human Resource staffing requirements is one full-time professional Human Resource person should be hired for every 100 employees. The actual ratio for a business can vary depending upon factors such as the degree of HR centralization, the geographic distribution of the employees served, the sophistication level of the employees, and the relative complexity of the organization.

## **Function of Human Resource Manager**



### **5 basic (Managerial) function of Human Resource Management**

#### **PLANNING - HR**

Planning is the first function of the management functions and it is a basic function as everything depends upon planning. Poor planning results in failure and effects overall.

Establishing goals and objectives to be achieved through the employees so as to achieve the organizational mission set by the top-level management.

Developing rules and procedures which has to be followed by the employees in order to avoid any sort of discrimination among the employees in any of their functions, to enable fair

and transparent treatment among employees, to avoid conflict starting from recruitment to the separation of employees, inculcate discipline among the employees, to drive performance of employees and ultimately to avoid conflict and contravenes with statutes and employment laws of the land, ultimately for smooth running of the organization.

Determining plans and forecasting techniques as a part of Human resource planning to avoid any shortfall of workforce so as to avoid impact on the output of the organisation, to draw the estimation of workforce exactly needed for the organisation and to plan for attracting talented candidates.

**HR outsourcing:** as that of make or buy decision in operations management, human resource manager should be able to make decisions with regard to HR activities which are to be executed by the management itself or to be outsourced when there is advantage of expertise to bring in and cost-saving for organization. The following are the most outsourced HR activities; legal advice and support, employee payroll, pensions, training and development, recruitment, employee assistance, compensation and benefits, outplacement is, human resource information systems, employee relations, policy-making, strategic partnerships, appraisal of employees and resource planning. Most small to medium-sized business owners know the frustration of spending more time than they want on non-revenue generating activities from payroll to human resource management to benefits and compensation. The answer for many businesses maybe to outsource part of their HR functions to third party providers so that they can focus on their core business and also has following benefits-

Save money and reduce operating costs

Allow the company to focus on its core business

Reduce the number of HR staff and related staff expenses

Allow HR staff to focus more on strategy

Avoid the costs of major investment in technology

Improve metrics/measurement

## **ORGANIZING - HR**

HR managers should be well aware of organizing everything related to human resource and organisation as organizing is the process of making and arranging everything in the proper manner in order to avoid any confusion and conflicts.

Giving each member a specific tasks to finish overall objectives of the job given to an employee is the duty of the Human Resource Manager, besides it also to the duty of Human resource manager to define task clearly before entrusting job to an employee. HR managers should keep in mind that task entrusted to employees should be matched with their skill set and abilities and It is also lookout of HR managers to give training to employees in the area or subject which is going to be entrusted to employees, otherwise the task entrusted to employees gets failed and defeated.

Establishing departments and divisions according to the nature of jobs and works in order to improve the efficiency, expertise and speedup the work. stablishment of separate divisions and departments would give easy and effective control over employees by the management which would give better results and improve overall performance of the organisation.

Delegating authority to the members for a good cause and to make employees more responsible towards their job and organisation is a part of employee development. Delegating authority to employees makes them to be more responsible towards organization as there is a principle called authority equals to responsibility,vice versa when you load an employee with responsibilities, he should be given authority so as to fulfill the responsibilities casted upon employee. Authority without responsibility and responsibility without authority defeats its purpose. Therefore when employees feels responsible and accepts responsibilities, it is a good sign as it makes employees to be engaged in the job.

Establishing channels of authority and communication is the primary responsibility of any human resource manager which would enable managers to effectively communicate desired goals and objectives of the organisation. Having effective communication will avoid conflicts, make staff to understand what exactly they are expected to and also enable the manager to get the things done in time.

Creating a system to coordinate the works of the members so as to make the employees to work properly and not to cause any conflict in the allocation of the work to the employees. Improper and discriminating allotment of the work we will make one or the other employee feel overburden, burnout and can create conflicts among employees among members which is

not good for the organizational health. and building teams will create teamwork which creates synergy among team that will bring out the best out of them.

## **STAFFING - HR**

Staffing is one of the key functions of human resource management as staffing is the process of employing right people, providing suitable training and placing them in the right job by paying them accordingly and satisfactorily.

Determining the type of people to be hired should be emphasized as they are the fundamental resource and investment for any organisation. Every organisation wants right people with them but they come at a price. Employee compensation is a key factor in primary motivating factor to attract talented and retain them in the organisation for a long period of time.

Compensating the employees is one of the core functions of the human resource management. Among all the motivating factors money is the very important primary motivating factor for any employee. Providing right compensation for the work done by the employee will not only make employee feel happy, it will also make the organisation in compliance with employment laws of the land, if not it is unjustified and amounts to exploitation of employees which is against law.

Setting performance standards, measuring and evaluating the employees: A performance appraisal is meant to help employees realise their strengths and shortcomings and receive a compensation accordingly. The very purpose of appraising the performance of employees is to evaluate and compensate accordingly. Unless organisation sets performance standards to its employees, it cannot compare and measure employees actual performance with the standard performance. HR managers take performance gaps of employees for making decisions on employees with regard to rewarding them with bonus, profit-sharing, stock options and payment of incentives or not. These employee performance gaps will not only be considered for making decisions with regard to compensation but it is also considered for making decisions with regard to initiate corrective actions on said employees, promoting them to higher levels and if any employees performance gaps are high, such employees will be demoted, suspended or sometimes may be discharged from job.

Counselling the employees as a Human Resource manager, for understanding and helping people who have technical, personal and emotional or adjustment problems with an objective to reduce them, so that performance of employees are maintained at expected level or even improved upon.



Recruiting prospective employees and selecting the best ones from them is one of the primary functions of human resource management. Recruiting is the process of inviting the people who were willing to join the organisation and selecting best out of them is the crucial process in which various selection tests are conducted. Having best people in the organisation will make that organisation is best in all the ways which would create employer brand that will help to attract talented people and also make them to retain in the organisation long period of time.

**HR Metrics:** Application of formulas for measuring and calculating core HR issues so as to draw exact HR results and current scenario of organisation. The very purpose of HR metrics is to indicate current position and performance of the organisation.

Core HR issues where HR metrics can be applied are Time to fill an employee, Cost per hire of an employee, Employee absenteeism rate, Employee training others, Turnover cost, Turnover rate, annual Turnover of an employee, Workers compensation cost for an employee, Revenue per employee, Return on Investment (ROI) and Yield ratio.

*Example: Annual employee turnover rate*

$$= \frac{\text{No of employees left}}{\text{a year} / 2} \times 100_{\text{beginning + ending No of employee in}}$$

## **DIRECTING - HR**

Directing is a knowledge, discipline and formal way of communicating to others that what you are expecting from them to do for you or

to an organization. Unless a HR manager has capability of directing, he / she can't be said as full-fledged HR manager. when a HR

manager has right directing capabilities, it is gives clarity for employees what they are expected to perform, removes confusion in

employees and gives clarity of what results are expected by the management from employees.

Getting work done through subordinates so as to meet the organisation's goals and objectives. Indeed getting work done to others is an art which every Human resource manager should possess, for which employee motivation by the Human Resource Management influences and matters a lot.

Ensuring effective two-way communication for the exchange of information with the subordinates in order to effectively communicate the goals and objectives of the organisation as it plays key role in understanding what the Human Resource manager or organisation is expecting from employees to perform. Miscommunication between employees block the progress and even would lead to conflicts which eventually affects the overall performance of the organisation.

Motivating subordinates to strive for better performance by way of providing employee recognition, rewards, intrinsic benefits, paid vacations, increments in salary, gifts, any social security benefits to employees and their family members is one of the functions of Human Resource Management.

Maintaining the group morale by way of fair treatment among employees, being ethical and generous towards employees, management being loyal to its employees and giving priority to employee concerns. It is the responsibility of human Resource Manager to guide always to its employees, otherwise lack of guidance often kills the morale of employees. Training and development programmes not only improve the skills of employees but also boost their morale, thereby making them happy and leading to longer tenures. Apart from breaking the monotony in the workplace, training programmes offer employees a learning platform where they are able to master new skills and become more marketable.

## **CONTROLLING - HR**

HR managers should have the knowledge of controlling all HR related matters, as they should be able to think and decide what should be done and what should not be done, when it should be done and when it should not be done and which should be done and which should not be done while dealing with employees.

Establishment of standard performance so as to measure the actual performance of the employees by conducting performance evaluation for appraisals

Measurement of actual performance with the established performance standards of employees for finding out gaps in employee performance.

Comparison of actual performance with the standard one to find the deviation for initiation of corrective actions, if there are any deviations. Corrective actions include giving proper and suitable training to such employees are withholding of increments in payments until performance gaps are closed. Demotion of employee, suspension and discharge from job is initiated when serious deviations are identified

## **Operative function of Human Resource Management**

### **PROCUREMENT - HR**

Job analysis is a systematic process of gathering all the data & information pertaining to the job for preparing of job specification which determine the skills, qualifications & traits for job and preparation of job description which describes the duties and responsibilities so as to recruitment and selection of employee, give satisfaction on the job, and feel motivation while doing the job, etc. Harry L. Wylie defines "Job analysis deals with the anatomy of the job.....This is the complete study of the job embodying every known and determinable factor, including the duties and responsibilities involved in its performance; the conditions under which performance is carried on; the nature of the task; the qualifications required in the worker; and the conditions of employment such as pay, hours, opportunities and privileges

**2. Give examples of how HR management concepts and techniques can be of use to all managers. Keep reference to your area of work**

The concepts and techniques of human resource management have evolved in the past several years to view Human Resources as a strategic component to the success of a business. Previously, workers viewed Human Resources as a one-sided tool of management, whereas current human resource management creates a successful partnership between workers and management.

**The following are the reasons as to why HR Management concepts and techniques can be of help to managers**

1 Importance of HRM concepts and techniques are important to all managers. Sound knowledge of HRM helps to avoid some mistakes such as to hire the wrong person for the job to experience high turnover to find people not doing their best to commit any unfair labour practices to have some of the employees think that their salaries are unfair and inequitable relative to other organizations.

2 Human Resources Management concept can help managers ensure that they get results – through others

HRM can help managers ensure that they get results – through others. The manager can lay brilliant plans, draw clear organization charts, set up modern assembly lines, use sophisticated accounting controls – but still fail as a manager by hiring the wrong people by not motivating subordinates. On the other hand, many managers have been successful even with inadequate plans, organization, or controls. They were successful because they had the right approach towards people.

3 Intensified global competition, deregulation, and technical advancement have triggered an avalanche of change, one that many firms have not survived. In this environment, the future belongs to those managers who can best manage change; but to manage change they must have committed employees who do their jobs as if they own the company.

4 HRM as a Profession The development of management theory, the growing complexities of business and the importance of human resources have led to the demand of conferring HRM the status of a distinct profession. HRM must satisfy certain criteria in order to claim the status of a profession. These criteria refer to the essential attributes of a profession which are -A well – defined and organized body of knowledge Entry restricted by qualification Recognized national body Ethical code of conduct. Service Motive.

5 Judged on these criteria HRM cannot at present be regarded as a full-fledged profession though it satisfies some of the essentials of a profession. (I & II) However with the passage of time there is a possibility of HRM becoming a distinct profession.

## 6 Organizational Structure and Human Resource Management

An organization consists of a group of individuals, working in coordination, at different levels of authority and in different areas of specialization, for the purpose of achieving the goals and objectives of the organization. The structure of an organization provides a well-defined set-up for the employees to work in. The defined relationships among the elements of an organization, namely, tasks, structure, and information and control processes that characterize all organizations is referred to as organizational structure.

7 The degree to which the organization is affected by the change depends on the organization structure. That is, the organizational structure influences the organization's reaction to different environment changes. Burns and Stalker conducted a survey of British firms in the 1950s, and based on the survey, categorized the firms as mechanistic and organic organizations. Mechanistic and organic organizations are distinct and react and operate differently under certain environmental conditions. Mechanistic organizations are characterized by rigid structures, directives and rules and hierarchy is supreme in this type of organization and concentration of authority. Bureaucracy reigns in this type of organizations. Such organizations are appropriate for static environments.

8 In a highly competitive market, it is very rare to see a mechanistic organization survive and succeed. Organizations with organic structures are more suitable for operating effectively in dynamic environments. An organic structure is characterized by flexibility, value for knowledge, low levels of formalization and authority and a decentralized style of management. Organic structures, because of these features, react fast and adapt easily and hence can operate effectively in dynamic and uncertain environments.

## 9 Formal and Informal Organizations

Both formal and informal organizations co-exist in any organizational structure. They basically define the path of communication and mode of information sharing and are part of a whole organization. **Formal Organization** The formal organization is the defined set-up of roles for the achievement of organizational goals and objectives. In a formal organization, the reporting channels and work relations are pre-defined and accountability is fixed for all the roles.

## 10 Informal Organization

Informal organizations are formed by employees, without any formal goals or objectives. The collection of employees in an informal organization is ad hoc and random and follows no structural rule procedure. The employees get together in an informal environment and shape common interests, ideas and information. These informal groups can however, indirectly contribute to, or hinder the achievement of organizational objectives. Though they might not directly contribute to the organizational goals, the rapport they may come in handy when they have a common task at hand or when one needs the support of another, in carrying out his duties.

11 Employees in role in one department may be friendly with employees belonging to other departments, and form an informal organization. Such informal associations among members may be at the same hierarchical level or at different levels. It enables the numbers to gather useful information (through the grapevine), which supplements or complements formal communication.

#### 12 Tall and Flat Organizational Structures

This concept of organization deals with the span of supervision and the number of hierarchical levels in an organization. The span of supervision is the optimum number of subordinates a person can effectively manage. A tall organizational structure has more hierarchical levels and is usually characterized by narrow of control. This type of organization facilitates close supervision and provides for continuous interaction between the supervisor and his subordinates.

13 Flat organizations are characterized by wide wide span of control and fewer hierarchical levels, there may even be 30 or 40 people under the control of the manager and the number of levels in the organizational hierarchy may be only three or four. An organizational structure with fewer levels and wider spans of control is less complex and is more efferent. Management delegates authority and empowers its employees because of the wide span of supervision. Flat organizations need well-trained management teams, equipped to take decisions at lower levels.

**3. Explain the difference between line authority and staff authority? What type of authority do human resource managers have? Explain your answer citing relevant examples**

Line authority is the power given to someone in a supervisory position to mandate actions by subordinates. This authority is given so that an organization can attain its stated goals and objectives.

It also refers to the officially sanctioned ability to issue orders to subordinate employees within an organization. For example, production and sales managers that have been empowered with line authority typically also have the responsibility of achieving their company's business goals with the greatest possible efficiency.

Despite the above, it is also seen as the chain of command within an organization that confers the power to order subordinates to perform a task within their job description. The line of authority within a business establishes who is in charge of giving who orders, and it contributes to the efficient attainment of the company's objectives when properly is used.

Line organization, as the name suggests, is an organization wherein a direct vertical relationship between the superior and subordinate exists. It relies on the scalar principle, which encompasses that authority flows downward, i.e. the person at the top, delegates authority to the person at the middle, who in turn delegates the authority t

The bottom level. See below example...



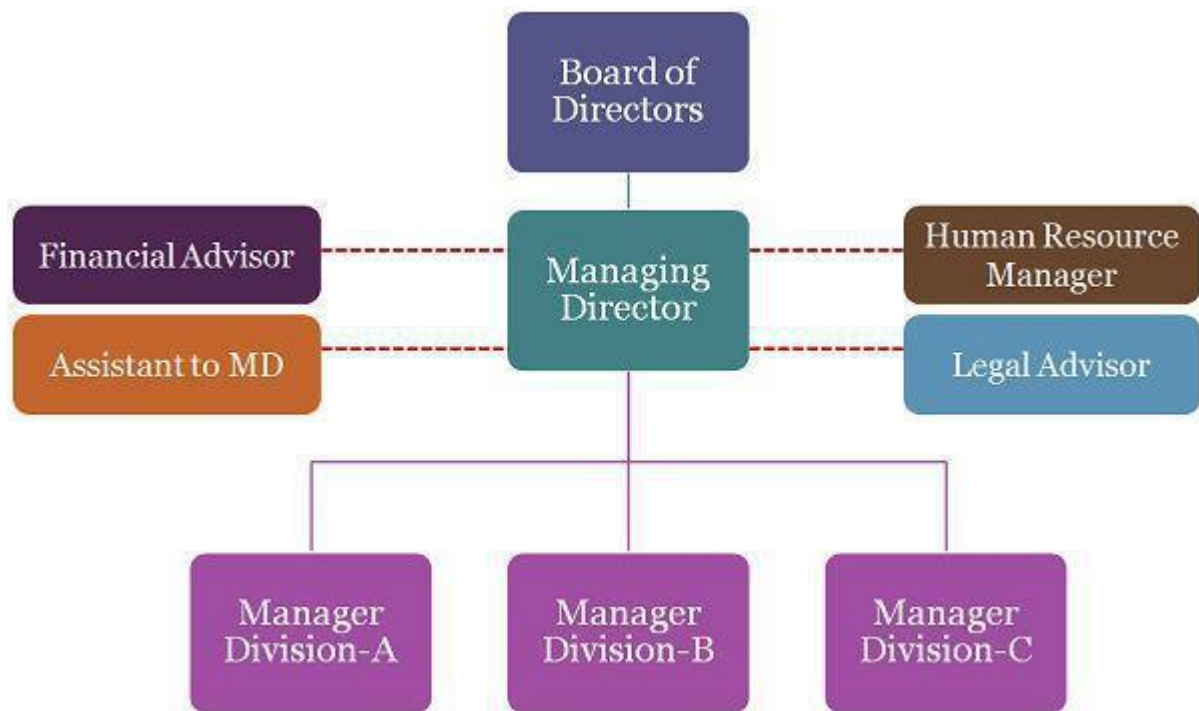
When it comes to the quantum of authority, it is highest at the foremost level, which tends to decrease at each following level.

This type of organization is characterized by a direct chain of command, which is like a thread that passes through all the members of the organization. So, who is responsible for what and who is accountable to whom is defined, that is to say, subordinates work under the supervision of the superior.

### Definition of Line and Staff Authority

Line and staff Authority is the Authority that combines the merits of line and functional Authority, by adding the functional specialist to the line Authority. Here, line authority stays same, as in the case of line organization and it flows downward. The functional experts, give advice to the front line managers, in the matters relevant to the object of the organization. The specialist works as staff and serves the line officials, by supporting and guiding them, whenever necessary. See example below;





There are a number of benefits of line and staff Authorities, in the sense that it gives relief to the line managers and they can concentrate on the implementation of policies and plans. Moreover, there is a benefit of specialization, as in work is divided between the line and staff executives, and they focus on their respective area.

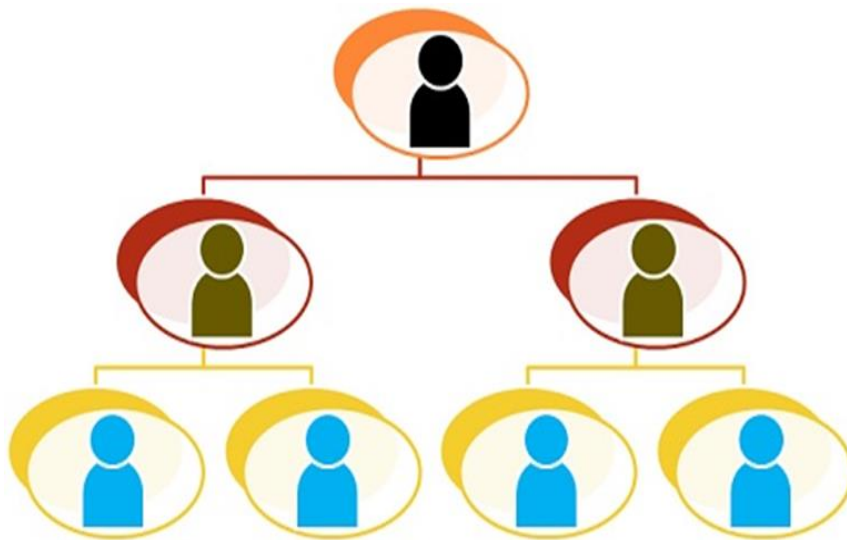
In this type of organization, the decision making is quick and easy, as the expert advice can help in making better decisions.

Staff Authority refers to the power to give advice, support, and service to line departments. Staff managers do not command others. ... Authority to advice, but not to direct, other managers. For example, a personnel department has staff authority to advise functional managers in an organization.

Also that, in many organizations, managers use authority by dividing it into line authority, staff authority and functional authority. ... Line Authority: Managers with line authority are those people in the organization who are directly responsible for achieving organizational goals.

Besides that, Line managers have total authority over those who report directly to them, but staff workers have primarily advisory authority. Their function is to create, develop, collect and analyze shop information, which flows to line workers in the form of advice.

## Difference between Line Authority and Line & Staff staff authority



Line Organization is the form of organization, wherein the authority flows from the person present at the top of the organizational hierarchy to the person working at the lowest level. In line and staff organization, the hierarchy remains same as in the line organization, but specialists are attached to the front line managers to advise and guide them on significant issues.

A structural relationship is required to be developed between different departments and the people working in them, for effectively accomplishing the objectives of the organization. And so, formal relationship between the members of the organization is set up, so as to coordinate their efforts. Two such formal organizational relationships are line organization and line & staff organization.

## Key Differences between Line and Line & Staff Organization

The points given below explain the difference between line and line & staff organization:

Line organization can be understood as a vertical organization, wherein the superior can give orders to a subordinate, through a direct chain of command. Line and staff organization is the organization structure, in which there is a normal departmentation of the regular business operations, and there is the functional specialist to perform specialised activities.

While line authority relies on command, line and staff authority is based on command and advise.

As we talk about discipline, line organization, is strict, whereas line and staff organization is loose.

In a line organization, the line executives are the generalist, who is directly responsible for accomplishing the objectives of the organization. On the other hand, in line and staff organization, the staff executives are specialist who supports and advice the line managers in the accomplishment of organization's objectives.

There is centralization of authority in a line organization, and so all the decisions of the organization are taken by the top authority only. Conversely, in line and staff organization, there is a combination of centralisation and decentralisation, in essence, some of the decisions are centrally taken while some are diffused.

Line organization, is good for small corporations, as, in such a structure, the authority is concentrated at the top, which makes it difficult to manage if the number of employees are large. On the contrary, Line and staff organization, is best suited for large corporations due to the presence of staff specialist, who use their knowledge to advice line managers on complex issues.

## Comparison Chart

BASIS FOR COMPARISON	LINE AUTHORITY	LINE AND STAFF AUTHORITY
Meaning	The organization in which the authority and responsibility moves downward, and accountability flows upward, is called line organization.	The organization structure, in which specialist are added to the line managers to provide guidance and support, is called line and staff organization.

BASIS FOR COMPARISON	LINE AUTHORITY	LINE AND STAFF AUTHORITY
Authority	Command	Command and Advise
Discipline	Strict	Loose
Executives	Line executives are generalist.	Line executives are generalist and staff executives are specialist.
Degree of centralization	Absolute centralization	Partly centralized and partly decentralized
Appropriate for	Small organization with less number of employees.	Large organization with a number of employees.

## Conclusion

To sum up, line and staff organization is an advancement over the line organization, so, it is quite obvious that the former is better than the latter as it reduces the limitations of the line organization. At present, line and staff organization, is implemented in most of the organizations, because in the competitive business environment, specialised knowledge is required to survive and grow in the market.

## TYPES OF AUTHORITY:

3 main types of authority can exist within an organization:

1. Line Authority
2. Staff Authority
3. Functional Authority

Each type exists only to enable individuals to carry out the different types of responsibilities with which they have been charged.

### **1. LINE AUTHORITY:**

The most fundamental authority within an organization, reflects existing superior-subordinate relationships. It consists of the right to make decisions and to give order concerning the production, sales or finance related behavior of subordinates.

In general, line authority pertains to matters directly involving management system production, sales, finance etc., and as a result with the attainment of objectives.

People directly responsible for these areas within the organization are delegated line authority to assist them in performing their obligatory activities.

### **2. STAFF AUTHORITY:**

Staff authority consists of the right to advise or assist those who possess line authority as well as other staff personnel.

Staff authority enables those responsible for improving the effectiveness of line personnel to perform their required tasks.

Line and Staff personnel must work together closely to maintain the efficiency and effectiveness of the organization. To ensure that line and staff personnel do work together productively, management must make sure both groups understand the organizational mission, have specific objectives, and realize that they are partners in helping the organization reach its objectives.

Size is perhaps the most significant factor in determining whether or not an organization will have staff personnel. The larger the organization, the greater the need and ability to employ staff personnel.

As an organization expands, it usually needs employees with expertise in diversified areas. Although small organizations may also require this kind of diverse expertise, they often find it more practical to hire part time consultants to provide it as needed rather than to hire full time staff personnel, who may not always be kept busy.

### **3. LINE - STAFF RELATIONSHIPS:**

For example, A plant manager has line authority over each immediate subordinate, human resource manager, the production manager and the sales manager.

However, the human resource manager has staff authority in relation to the plant manager, meaning the human resource manager has staff authority in relation to the plant manager, meaning the human resource manager possesses the right to advise the plant manager on human resource matters.

Still final decisions concerning human resource matters are in the hands of the plant manager, the person holding the line authority.

### **ROLE OF STAFF PERSONNEL:**

Harold Stieglitz has pinpointed 3 roles that staff personnel typically perform to assist line personnel:

**The Advisory or Counseling Role:** In this role, staff personnel use their professional expertise to solve organizational problems. The staff personnel are, in effect, internal consultants whose relationship with line personnel is similar to that of a professional and a client.

**The Service Role:** Staff personnel in this role provide services that can more efficiently and effectively be provided by a single centralized staff group than by many individuals scattered throughout the organization. This role can probably best be understood if staff personnel are viewed as suppliers and line personnel as customers.

**The Control Role:** Staff personnel help establish a mechanism for evaluating the effectiveness of organizational plans.

The role of staff in any organization should be specifically designed to best meet the needs of that organization.

### **CONFLICT IN LINE - STAFF RELATIONSHIP:**

From the view point of line personnel, conflict is created because staff personnel tend to

- Assume Line Authority
- Do not give Sound Advice

- Steal Credit for Success
- Fail to Keep line personnel informed of their activities
- Do not see the whole picture.

From the view point of Staff Personnel, conflict is created because line personnel do not make proper use of staff personnel, resist new ideas and refuse to give staff personnel enough authority to do their jobs.

Staff Personnel can often avert line-staff conflicts if they strive to emphasize the objectives of the organization as a whole, encourage and educate line personnel in the appropriate use of staff personnel, obtain any necessary skills they do not already possess, and deal intelligently with the resistance to change rather than view it as an immovable barrier.

Line personnel can do their part to minimize line staff conflict by using staff personnel wherever possible, making proper use of the staff abilities, and keeping staff personnel appropriately informed.

#### **FUNCTIONAL AUTHORITY:**

Functional authority consists of the right to give orders within a segment of the organization in which this right is normally nonexistent.

This authority is usually assigned to individuals to complement the line or staff authority they already possess.

Functional Authority generally covers only specific task areas and is operational only for designated amounts of time. It is given to individuals who, in order to meet responsibilities in their own areas, must be able to exercise some control over organization members in other areas.

#### **4. Why is it important for companies today to make their human resources into a competitive advantage? Explain how HR can contribute to doing this**

HR can provide a competitive advantage by recruiting the best talent and ... The human resource department can build programs to track those employees who stand out. ... that will push your company into a competitive advantage. ... Ten Reasons Why the Human Resources Department Is Important.

Relying on your human resource department to recruit the best employees, design appropriate and effective training programs and institute successful retention programs can give your company a competitive advantage. While competitors struggle with maintaining an experienced and motivated workforce, your company can focus more on productivity and increased sales when your HR department plays an integral role in your workforce development. Human resources can ultimately help locate, hire, train and maintain a finely tuned and productive workforce.

##### **Hire Professionals with Experience**

Human resource professionals vary in the kinds of skills and experience they bring to a job. Many are administrators proficient at processing payroll and executing benefits programs, but have little more leadership status than your clerical workers. You can upgrade your HR department to include recruitment specialists who also understand your company's strategic roles and can play an integral part in shaping your business success. Executive-level human resource professionals can help design job descriptions and training programs, advise you on where to find the best candidates, and participate in defining salary levels that will result in the best new hires.

##### **Give HR Leadership Positions**

The human resource department often is given job descriptions and told to fill the positions. Salaries are predetermined and the HR staff has little or no input into the hiring process. To tap into the HR professional's insights, you should bring your human resource manager into the hiring process more completely. Allow HR to play a role in determining appropriate recruitment pay and tactics, let you know how much it takes to recruit top talent, and how company policies can be amended to recruit the best.

##### **Let HR Determine Training Programs**

With an HR department that participates in defining and implementing company goals, you can rely on your human resources team to consider the company's profitability with each decision they make. In addition to defining employee jobs and required qualifications, an actively participatory HR department can monitor employee activity levels, morale and customer service success to design and implement appropriate training programs with line supervisors and executive management teams.



## **Provide HR Tools to Monitor Employee Performance**

The human resource department can build programs to track those employees who stand out. When your human resource professionals are involved in designing and providing employee reviews, they can help you spot talent and advise you on how you can best groom employees for promotions. They can provide designated employees with specific training and help you devise opportunities for growth, serving as your eyes and ears for seeking out the best candidates that will push your company into a competitive advantage.

The primary goal of human resources is to create and sustain a workforce that meets the business needs, an essential goal for any HR department, regardless of the organization's size. A company's employee base is its most valuable resource, according to conventional HR wisdom and theory; therefore, HR planning and development are essential to gaining a competitive advantage ahead of industry counterparts through improving an organization's most valuable assets.

## **Recruitment**

HR planning involves staying abreast of labor market changes and projections for the occupational landscape, including small businesses affected by availability of workers. For example, the U.S. Bureau of Labor Statistics indicates jobs for registered nurses will increase by 26 percent between 2010 and 2020. The American Association of Colleges of Nursing predicts a nursing shortage, based on a growing number of job openings and the number of nurses who will be retiring. Strategic planning, such as developing recruitment initiatives at nursing schools before graduation, gives employers a competitive edge against industry counterparts in attracting qualified candidates.

Businesses with limited capital and resources for top-flight recruiting methods should look to creative ways of reaching qualified candidates, such as open houses and small-scale social events that give potential applicants a closer look at the organization. Another alternative for small business recruiting is to develop employee referral programs that tend to attract candidates with professional traits and values similar to those of current employees.

## **Work-Life Balance**

"Fortune" magazine and CNN Money rank employers in their "best of" lists according to a number of factors, such as best benefits or best places to work for women. "Work-life balance" is a phrase that's become common in the HR vernacular. It means that the employer may be open to flexible work arrangements such as alternative scheduling, telecommuting and compressed workweeks. A competitive advantage is gained through providing employees with opportunities

to achieve work-life balance so they remain productive and engaged contributors to the organization. HR planning is necessary to launch these programs; however, small businesses must carefully weigh how successful workplace flexibility can be. Modifying work hours or reducing the time spent in the office could cripple some business units, especially when employees work cross-functionally to support more than one area of the business.

### **Performance Measurement**

HR departments generally are responsible for creating performance management systems. These systems enable periodic rating of employee job performance through annual evaluations, disciplinary warnings and improvement plans. Small businesses generally have cohesive work environments that lend themselves to more opportunities to engage workers on an individual, personal level. This can encourage employees to strive for high performance levels when they realize an employer genuinely is interested in their success. High-performing employees give organizations a competitive advantage because they are productive, enthusiastic and fully engaged in their responsibilities. HR planning is necessary for monitoring the employer's performance management systems, training supervisors to produce unbiased feedback and adapting the system to meet the needs of employees and employer.

### **Compensation**

Salaries and wages aren't the only reason employees stay with their employers, but workers who believe their compensation and benefits are fair and competitive are likely to think twice before leaving an organization that provides them with tangible rewards for their talents. Smaller businesses may have an advantage in this area because they often can be flexible in setting wages and salaries more so than large corporations with rigid wage scales. HR planning that includes compensation and benefits analyses reveals areas for improvement concerning the employer's compensation structure. HR's assistance in ensuring a sound compensation structure can increase the organization's appeal to employees, giving it a competitive advantage from an employee retention perspective.

### **Compliance**

In many organizations, HR is responsible for compliance with employment laws. This critical component of HR saves companies the expense of hiring lawyers to defend employment actions or settlement costs for claims arising out of unfair employment practices. It's especially important for small businesses that could be hit hard by a legal claim, whether by tangible consequences such as litigation expense or intangible consequences such as the loss of

reputation. Businesses with as few as 15 employees are subject to federal labor and employment laws. HR implements workplace policies consistent with federal, state and local laws. Policies range from affirming the employer's commitment to equal opportunity employment to seemingly insignificant matters such as coffee breaks, all of which support organizational structure and mitigate the company's risk of liability for claims from employees and applicants. Money saved enables the organization to build its wealth and, consequently, improve its business reputation and competitive advantage.

Human resources is important to organizations in myriad areas, ranging from strategic planning to company image. HR practitioners in a small business who have well-rounded expertise provide a number of services to employees. The areas in which HR maintains control can enhance an employees' experience throughout the workforce while strengthening business operations.

### **Strategic Management**

HR improves the company's bottom line with its knowledge of how human capital affects organizational success. Leaders with expertise in HR strategic management participate in corporate decision-making that underlies current staffing assessments and projections for future workforce needs based on business demand.

### **Wages and Salaries**

HR compensation specialists develop realistic compensation structures that set company wages competitive with other businesses in the area, in the same industry or companies competing for employees with similar skills. They conduct extensive wage and salary surveys to maintain compensation costs in line with the organization's current financial status and projected revenue.

### **Analyzing Benefits**

Benefits specialists can reduce the company's costs associated with turnover, attrition and hiring replacement workers. They are important to the organization because they have the skills and

expertise necessary to negotiate group benefit packages for employees, within the organization's budget and consistent with economic conditions. They also are familiar with employee benefits most likely to attract and retain workers. This can reduce the company's costs associated with turnover, attrition and hiring replacement workers.

### **Safety and Risk Management**

Employers have an obligation to provide safe working conditions. Workplace safety and risk management specialists from the HR area manage compliance with U.S. Occupational Safety and Health Administration regulations through maintaining accurate work logs and records, and developing programs that reduce the number of workplace injuries and fatalities. Workplace safety specialists also engage employees in promoting awareness and safe handling of dangerous equipment and hazardous chemicals.

### **Liability Issues**

HR employee relations specialists minimize the organization's exposure and liability related to allegations of unfair employment practices. They identify, investigate and resolve workplace issues that, left unattended, could spiral out of control and embroil the organization in legal matters pertaining to federal and state anti-discrimination and harassment laws.

### **Training and Development**

HR training and development specialists coordinate new employee orientation, an essential step in forging a strong employer-employee relationship. The training and development area of HR also provides training that supports the company's fair employment practices and employee development to prepare aspiring leaders for supervisory and management roles.

### **Employee Satisfaction**

Employee relations specialists in HR help the organization achieve high performance, morale and satisfaction levels throughout the workforce, by creating ways to strengthen the employer-employee relationship. They administer employee opinion surveys, conduct focus groups and seek employee input regarding job satisfaction and ways the employer can sustain good working relationships.

### **Recruitment and Onboarding**

HR recruiters manage the employment process from screening resumes to scheduling interviews to processing new employees. Typically, they determine the most effective methods for

recruiting applicants, including assessing which applicant tracking systems are best suited for the organization's needs.

### **Hiring Processes**

HR professionals work closely with hiring managers to effect good hiring decisions, according to the organization's workforce needs. They provide guidance to managers who aren't familiar with HR or standard hiring processes to ensure that the company extends offers to suitable candidates.

### **Maintaining Compliance**

HR workers ensure that the organization complies with federal state employment laws. They complete paperwork necessary for documenting that the company's employees are eligible to work in the U.S. They also monitor compliance with applicable laws for organizations that receive federal or state government contracts, through maintaining applicant flow logs, written affirmative action plans and disparate impact analyses.

## **5. Explain how human resources management can be instrumental in helping a company create a competitive advantage**

Every manager has some idea of the definition of 'competitive advantage'. It's something about doing things better than the competition. It's about 'watching them struggle while we succeed'. It's about 'making more profit than they do'. In fact it's a phrase from business research that has passed into common use. Competitive advantage literally is the ability to sustain profits that exceed the average for the industry through developing distinctive competencies: distinctive, because the competitors don't have them and because they are fundamentally difficult to replicate.

Porter[1] considers that there are two types of competitive advantage: one coming from a more favourable cost position and one coming from a better ability to differentiate. People make firms work and people determine how efficient a firm is. People are therefore instrumental in determining a firm's cost base and from that it's competitive advantage.

People create innovative ways for a firm to differentiate its products and services from its competitors. People are therefore absolutely key in developing competitive advantage. People develop product and intellectual property. People have the proprietary know-how needed. People develop the customer base. The reputation of the firm comes from its people and their ability to serve customers. And people are the brand.

People are therefore instrumental in developing and producing the super-normal profits that SME principals seek. It can't be done without them!

### **Why competitive advantage matters**

Entrepreneurs start firms because they feel that they have some idea that would be good to invest in. They feel they have found something in which they could make above average profits. In this opening section we develop a model of the firm to elaborate the idea of added value and profit. We then introduce people and their contribution to competitive advantage in an environment where many firms serve a market. Ultimately we explore the significance of competitive advantage.

### **The Basic Model of the Firm**

The firm assembles resources (called the 'means to production') and sets about producing, marketing, selling and delivering goods and services. Goods and services have a market price – a price that the customer feels is a fair price given the benefits that will be derived from ownership. The market price is hopefully significantly above the cost of producing the goods or the cost of providing the services but the two are not otherwise linked.

The aggregate of all goods and services sold gives the 'top line' of the profit-and-loss account or sales value of the firm. The direct costs incurred by the firm in producing and delivering the goods and services (including labour costs directly attributable to production and delivery) represent the cost of goods sold. The difference between the two represents the gross profit. Gross profit is the contribution available to fund the administration of the firm and it includes the net profit – the real measure of success in a trading firm and the parameter every firm seeks to maximise. Administrative expenses or 'overheads' include the costs associated with sales, marketing and administration.

In a well run firm that is trading normally, a net profit of between about 5% and 15% on sales is typical. This figure does vary by firm but the mid-range figure of 10% on sales is a good working value. Given that the return on other ventures like the stock market is something like 8%, it is marginally better to invest in the firm than put the money elsewhere.

This normal situation is rather unexciting. There's a normal profits state for every industry with an average profits figure. All owners would surely want for more. The rest of this paper goes on to discuss how firms can steer their firms to achieve the necessary competitive advantage to allow what the economists call 'super-normal' or above average profits.

### **Expanding the Definition**



The firm develops the means to supply goods and services. It develops capabilities that allow this supply to be done effectively such that profit is maximised. The firm's resources and its capabilities represent what it goes to market with and why it is that customers will buy at a given price. There are two forms of competitive advantage: cost advantage and differentiation advantage. Cost advantage describes the state where the firm has lower cost of goods sold. It can then choose to lower prices or to keep prices

higher and make greater gross profit. This is a powerful flexibility that can be used in extreme cases to drive competitors out of business.

Cost advantage can also be had through lower administration expenses and we see firms seeking this by avoiding the cost of a corporate headquarters, existing instead as a virtual entity to avoid expensive leases.

The second element of competitive advantage is the ability to differentiate the firm's goods and services from those of competitors. As we shall see in the next section, there are many facets to differentiation. In simple terms, it's arranging your resources and capabilities to be so attractive that customers choose to buy from you rather than from your competitors.

### **Sources of Competitive Advantage**

Competitive advantage comes from a host of things. On the one hand it could be the geographical location of the resources. On the other it could be product quality. The key thing is that it should be something that it not easily copied or competitors will quickly erode the differential. Mostly people are at the heart of all differentials - whether directly delivering services or innovating technology. The following are some additional examples.

#### **Productivity**

Productivity is the output available to the firm for one unit of input to the production (or delivery or sales or whatever) system. Productivity depends on the tools and other physical resources and on the skills and knowledge of the people employed.

#### **Effectiveness**

Management bring the strategy and policies of the firm to life. The result is that even where a multi-site firm has common policies, the practices differ and one site excels whilst the other fails. We see this in areas such as motor vehicle manufacture across Europe with management choosing to move production from UK to Belgium or Spain. The foreign sites are more effective even though part of the same group. Management effectiveness is a key competitive differential.

#### **Innovation**

Competitive advantage is not static. A firm can have it and lose it. Competitors don't stand still. Sustaining competitive advantage takes innovation: the constant flow of new



ideas and the adoption of those contributing to progress. People innovate and they do so in the right climate or environment. It is for management to create that climate and to harness the ideas.

## **Quality**

Quality is meeting the needs of customers. Quality services are those that meet expectation. Quality goods are those that meet the advertised specification. Quality delights customers. Whilst quality does come from methods and tools, it also flows from the people using the tools and following the methods.

## **Service**

In every sales scenario there is scope for service excellence. Service excellence is about enhancing the user experience. It's about making the customer feel good about their purchases and the buying experience itself. Examples abound: keeping the site tidy when building an extension to a house, giving advice when choosing clothes yielding a pleasing outcome, making a recommendation on a menu that turns out to be to the customers liking and recommending alternative production processes that save the customer money. Customers often see it as suppliers' staff 'going the extra mile' for them.

## **Market Price**

In all cases, competitive advantage supports maintenance of the market price. When comparing commodities such as clothes where the market price is relatively low, staff performance can assure the volumes needed for economies of scale. When comparing premium products such as high fashion, staff can make the buying experience enjoyable causing customers to return thereby securing selling prices well above those of competitors.

## **Summary**

Firms trade to make profits. Not all firms are the same and not all firms can make above average profits in their industry. Competitive advantage is said to exist where a firm can sustain above average profits when compare to its competitors. This competitive advantage comes from both physical and human resources though it is significantly easier to develop competitive advantage through staff than to invest in new tools and process. In many instances investment in both to some degree or other is essential.

## **Employer-employee relationships**

For competitive advantage through the people in a business, there needs to be a strong relationship between employer and employee. This relationship comprises both expressed and tacit elements.

## **Employment contracts**

Contracts in employment are minimalist by design - much is embedded in statute. All that a firm has to provide to an employee is a 'written statement of employment particulars'. This needs only list the basics like pay, hours of work, holiday entitlement, notice period and details of grievance and disciplinary procedure. Of course, most firms add significantly to this to add terms such as other benefits, probationary arrangements, expenses payments, obligation of confidentiality, restrictive covenants and assignment of copyright and invention.

## **Achieving Competitive Advantage: a high level model**

This paper looked at the beginnings of the employment contract in the idea that some folk have the means of production and others don't. Those who don't are forced to work for those that do and so we have employers and employees. We identified that firms make profits and these can be 'normal' or 'super normal'. Super normal profits occur when both people and processes are optimised. When this occurs the firm has competitive advantage over its competitors in the market. Competitive advantage occurs when the firm has lower costs for a given market price or where sales value can rise for the same costs through well differentiated products.

This paper went on to determine the importance of the employment contract and specifically the psychological contract. It evolved the idea of the contract as something that if properly in place, causes employees to excel and 'go the extra mile' for their employers. The link was then made between psychological contract and competitive advantage.

Finally, to reach this point in the argument, the paper looked at evidence about the psychological contract from the Sunday Times 100 Best Firms lists. It then linked this anecdote to the Bath model that describes the HR practices that need to be in place and active in a firm to assure management of a sound psychological contract and ultimately competitive advantage.

It remains now to give practical suggestion as to how to actually do HR in a firm such that theory becomes practice.

The diagram below summarises this. If an appropriate set of around eleven human resource management practices such as performance appraisal and communications are

put in place and are effective then there can be linkage directly from there to the achievement of competitive advantage.

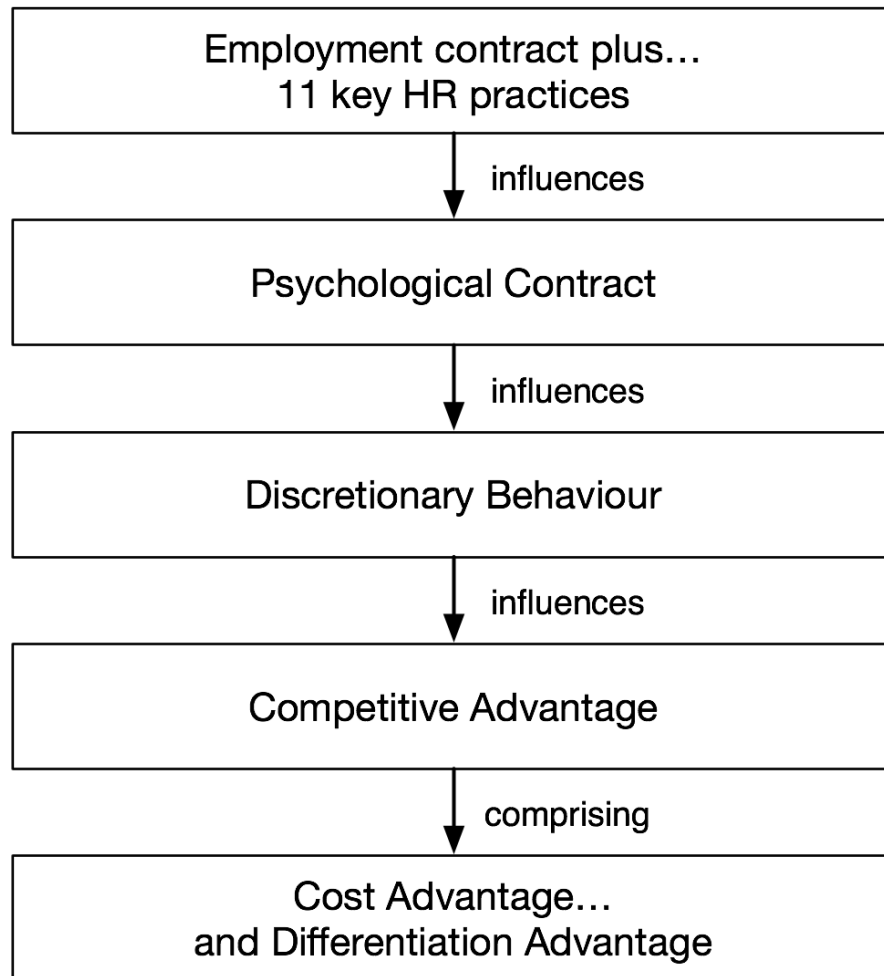


Figure 3: From HR Practice to Competitive Advantage

This all sounds like all that is needed is to set the eleven practices up and the firm immediately benefits. We need here to discuss the practicalities of achieving competitive advantage.

## **Adding Feedback: aims, competences and performance**

No system will work correctly without a control loop. There needs to be two things before we can consider we have an improvement project to get started on.

Firstly the firm needs clear objectives. How will the firm know if it has actually succeeded in achieving super normal profits? How will it know if the measures it implements are working and contributing overall to the task? And if it is also addressing process improvement, how will it know the contribution from each improvement activity and each part that contributes to competitive advantage?

Objective setting is beyond the scope of this paper but readers interested in this topic should see our white paper on the subject. Suffice to say that all human resource management activity should have influence on the firm's business position as described by its P&L and balance sheet. Objectives should therefore be set centred on the key parameters of these reports.

Changing the profits of a firm takes time and management need to know what's happening in the interim. They need to know whether the HR practices are having an effect. There will be need to assess the mood and the culture of the firm and the degree to which discretionary behaviour is actually given freely by employees. Again such assessment is beyond the scope of this paper. There are established methods to take such soundings and to determine if the inputs to the change management system are having the necessary effects on interim outputs. Again we would refer readers to our white paper on Culture Matters and to our various blogs on culture and culture and mood assessment. We also give guidance on assessing performance in our white paper on objective setting.

## **Closing the Loop Through Feedback**

Whilst objectives and interim assessment are essential, without some form of management control, they are just another report. The diagram for a feedback control loop is shown below. The HR practices are inputs to the human striving and 'discretionary behaviour' system A. Output is in the form of changed mood, culture, engagement and ultimately competitive advantage.

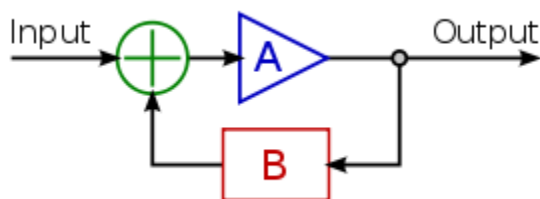


Figure 4: Standard Feedback Control Loop

Management sample the output from time to time, consider the results in activity B, the Management Review Meeting, and determine changes to the inputs to correct, stabilise or re-task the main system. Management need to control the human resource management system that they have set up. This means a continuous series of activities to assess the changes that are occurring and a regular management review activity with re-tasking of managers and development of new and revised inputs.

With this structure in place, the overall improvement system is under control and whilst success is not assured, it is much more likely.

## **Achieving Competitive Advantage Through People**

Of course, it's one thing to understand from anecdote and research that competitive advantage stems from the HR practices that the firm puts in place. It's good to know that once management have, to some greater or lesser extent, achieved competitive advantage, it was because of the way they managed their staff. But what really matters is how, from the outset, a management team can determine that it wants to achieve competitive advantage and then set about to succeed. So how does one plan to achieve?

In TimelessTime's view there are three key things that lead to success. Cost advantage means making and delivering products and services for less than competitors such that either more margin can be enjoyed for the same sales or more sales can be taken because the price can drop for the same margin. Either way the firm makes more net profit. Differentiation advantage means that customers prefer the firm's products (they are more innovative and meet their needs better) and so more are sold and hence more profits made.

Management therefore need to set objectives specifically to achieve cost and differentiation advantage; then use the principles outlined in this paper to drive the firm to achieve either or both.

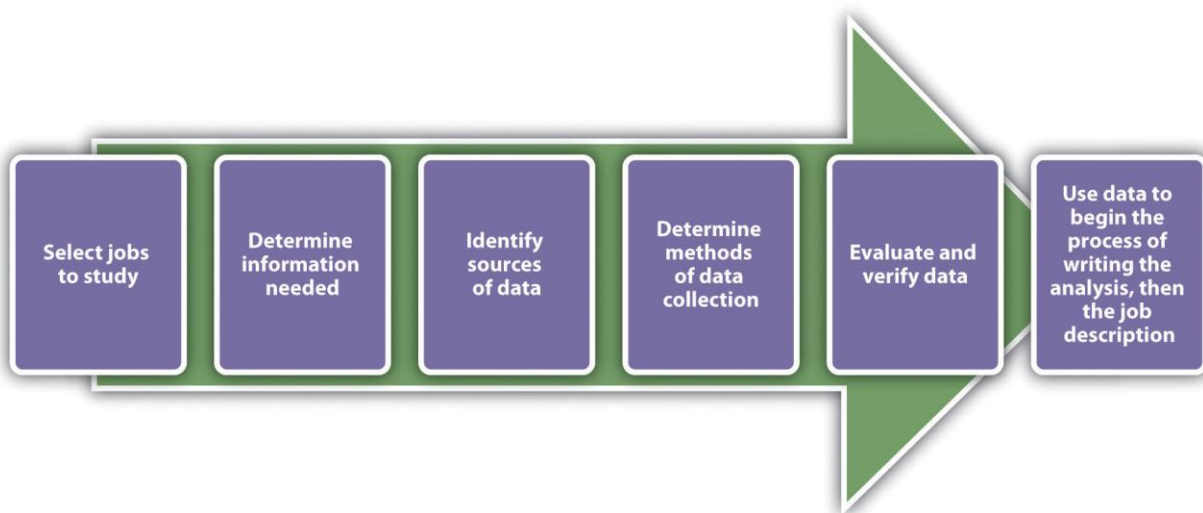
And implementing a series of HR practices and then monitoring their effect is one thing. It's possible that this will succeed alone. But research suggests that when what we might call a 'big story' knits the practices together and gives meaning to them, success is much more likely. The 'big story' is the series of values that underpins the firm and binds management and staff in a reason for being; in a common goal. Management promote the big story and its values to the staff. And when this resonates with employees' own values (who were of course recruited for these values), the two together mean that objectives take on deeper meaning and ownership by all. 'Big story', objectives, 'best fit' HR and effective management work together to achieve competitive advantage

## 6. Explain how you would conduct a job analysis

The job analysis is a formal system developed to determine what tasks people actually perform in their jobs. The purpose of a job analysis is to ensure creation of the right fit between the job and the employee and to determine how employee performance will be assessed. A major part of the job analysis includes research, which may mean reviewing job responsibilities of current employees, researching job descriptions for similar jobs with competitors, and analyzing any new responsibilities that need to be accomplished by the person with the position. According to research by Hackman and Oldham (Hackman & Oldham, 1976), a job diagnostic survey should be used to diagnose job characteristics prior to any redesign of a job. This is discussed in Chapter 7 “Retention and Motivation”.

To start writing a job analysis, data need to be gathered and analyzed, keeping in mind Hackman and Oldham’s model. Figure 4.1 “Process for Writing the Job Analysis” shows the process of writing a job analysis. Please note, though, that a job analysis is different from a job design. Job design refers to how a job can be modified or changed to be more effective—for example, changing tasks as new technology becomes available. We discuss job design in Chapter 7 “Retention and Motivation” and Chapter 11 “Employee Assessment”.

**Figure 4.1 Process for Writing the Job Analysis**



The information gathered from the job analysis is used to develop both the job description and the job specifications. A job description is a list of tasks, duties, and responsibilities of a job. Job specifications, on the other hand, discuss the skills and abilities the person must have to perform the job. The two are tied together, as job descriptions are usually written to include job specifications. A job analysis must be performed first, and then based on that data, we can successfully write the job description and job specifications. Think of the analysis as “everything an employee is required and expected to do.”

**Figure 4.2 Sample Job Analysis Questionnaire**

# University Of Houston Job Analysis Questionnaire

## PURPOSE AND INSTRUCTIONS

The purpose of the study is to obtain current information on your job based on a review of job duties and responsibilities.

Because you know your duties and responsibilities better than anyone else, we need your help to get an accurate description of your job. We are asking you to complete this questionnaire that asks for information about your job duties. The questionnaire does not ask about your job performance; only what your job requires you to do.

Please complete this questionnaire as honestly, completely and accurately as you can. Base your answers on what is normal to your current job, not special projects or temporary assignment duties, unless these tasks are a regular part of your job. This questionnaire needs to cover many jobs, so the questions are not specifically about your job. However, you should be able to compare your job duties to the examples given. If two answers seem to fit your situation, just check the one that works best. When answering the questions, imagine you are describing what you do to a neighbor, friend or to someone just hired for your position.

Your supervisor and manager will also be asked about your job, but they will not be allowed to change your answers. We appreciate your active participation in this important study. If you have questions, please feel free to ask your supervisor or division administrator.

Please return this questionnaire to your supervisor.

## A. EMPLOYEE DATA (PLEASE PRINT):

Your Name: \_\_\_\_\_ Division or College: \_\_\_\_\_

Employee ID: \_\_\_\_\_ Department: \_\_\_\_\_

Your Job Title: \_\_\_\_\_ Job Code: \_\_\_\_\_

How long have you been in your current position: \_\_\_\_\_ years \_\_\_\_\_ months

Work Telephone Number: \_\_\_\_\_

Supervisor's Name: \_\_\_\_\_ Supervisor's Title: \_\_\_\_\_

## B. GENERAL PURPOSE OF POSITION

Indicate in one or two sentences the general purpose of the position (or why this job exists). This statement should be a general summary of the responsibilities listed in the next section.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

1

## C. SUMMARY OF RESPONSIBILITIES/DUTIES

Describe specific job responsibilities/duties, listing the most important first. Use a separate statement for each responsibility. Most positions can be described in 6-8 major responsibility areas. Combine minor or occasional duties in one last statement. Give a best estimate of average percentage of time each responsibility takes; however, do not include a duty which occupies 5% or less of your time unless it is an essential part of the job. Each statement should be brief and concise, beginning with an action verb. A list of action verbs is attached for reference but feel free to use other action verbs if they are more appropriate. The box below shows an example.

-EXAMPLE-		Percent (%) of Time
Secretary		
1.	Performs a variety of typing duties including standard letters, reports and forms.	
2.	Takes and transcribes dictation. Composes letters and memos as directed.	25%
3.	Maintains departmental files; ensures that all records are updated and modified as necessary.	25%
4.	Answers the telephone and greets visitors.	20%
5.	Makes travel arrangements.	10%

100%

## LIST MOST IMPORTANT DUTIES FIRST

	Percent (%) of Time
1. _____	
2. _____	
3. _____	
4. _____	
5. _____	
6. _____	
7. _____	
8. _____	
9. Perform other job-related duties as assigned.	
	100%

2

For the remainder of the questionnaire, most of the questions require that you check the box or list information. Guidelines for completing these sections are as follows: 1) read each definition carefully before answering, 2) consider the job, not yourself, 3) answer based on the job as it currently exists, 4) select the most appropriate answer(s) for each question.

## General Education & Experience

**D. EDUCATION:** Check the box that best indicates the minimum training/education requirements of this job. (Not necessarily your education, but the requirements for the job.)

- Minimum Requirement
- |   |  |
|---|--|
| <input type="checkbox"/> Up to 8 years of education           | <input type="checkbox"/> Some College/Associate's Degree |
| <input type="checkbox"/> 9 to 11 years of education           | <input type="checkbox"/> Bachelor's Degree               |
| <input type="checkbox"/> High School Diploma or GED           | <input type="checkbox"/> Master's Degree                 |
| <input type="checkbox"/> Vocational/Technical/Business School | <input type="checkbox"/> Doctorate Degree                |

## E. EXPERIENCE

**TYPE OF EXPERIENCE NEEDED:** Please indicate the specific job experience needed. For example, "accounting experience in an education environment" vs. "accounting experience". Be sure that the experience stated is what is actually required by the job, not what is preferred.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Check the box which best indicates the minimum amount of experience described above. (Not necessarily your years of experience, but the requirements for the job.)

- |  |  |
|--|--|
| <input type="checkbox"/> Less than 6 months            | <input type="checkbox"/> 3 but less than 5 years |
| <input type="checkbox"/> 6 months but less than 1 year | <input type="checkbox"/> 5 but less than 7 years |
| <input type="checkbox"/> 1 year but less than 3 years  | <input type="checkbox"/> 7 years plus            |

## F. TYPE OF SKILLS AND/OR LICENSING/CERTIFICATION REQUIRED:

Please indicate all specific skills and/or licensing/certification required (not preferred) to do this job. For example, spreadsheet software proficiency may be a requirement for a secretarial job; journey license may be required for an electrician.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3



**SUPERVISORY NATURE:** What is the nature of the direct supervisory responsibility your job has? Check **one** answer.

- ☐ No supervisory responsibility.
- ☐ Work leadership of one or more employees.
- ☐ Supervisor over a section of a department.
- ☐ Assistant Manager over supervisors or a small department.
- ☐ Manager of one department.
- ☐ Manager of more than one department.
- ☐ Director, through managers, of a single department.
- ☐ Director, through managers, of multiple departments.

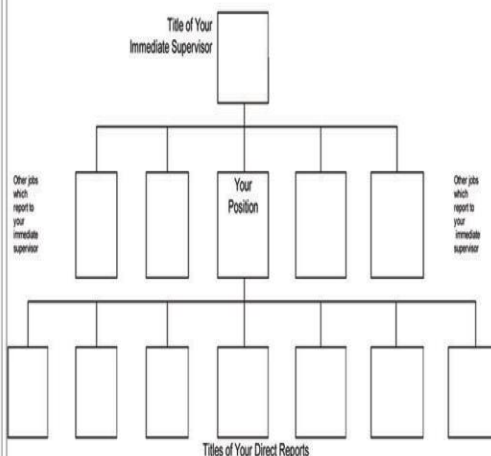
☐ None    ☐ 1    ☐ 2-3    ☐ 4-6    ☐ 7 or more

Title	Grade/Level	Number of Positions

☐ None   ☐ 1-5   ☐ 6-10   ☐ 11-20   ☐ 21-50   ☐ 51-100   ☐ 100+

☐ Yes      ☐ No

Please complete organization chart below:



Indicate how often the following physical demands are required to perform the Essential Job Responsibilities.

C=Constantly (5-8 hrs./shift)      F= Frequently (2-5 hrs./shift)      O=Occasionally (Up to 2 hrs./shift)      R=Rarely (Does not exist as regular part of job)

<u>Physical Demands</u>	<u>Environmental Conditions</u>
Standing	Extreme Cold
Walking	Extreme Heat
Sitting	Temperature Changes
Lifting	Wet
Carrying	Humid
Pushing	Noise
Pulling	Vibration
Climbing	Hazards
Balancing	Atmospheric Conditions
Sloping	Other (define):
Kneeling	
Crouching	
Crawling	
Reaching	<u>Physical Strength</u>
Handling	Little Physical Effort
Grasping	Light Work
Feeling	Medium Work
Talking	Heavy Work
Hearing	Very Heavy Work
Repetitive Motions	
Eye/Hand/Foot Coordination	

5

Because no single questionnaire can cover every part of a job, can you think of any other information that would be important in understanding your job? If so, please give us your comments below.

Employee's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

6

### J. SUPERVISOR'S REVIEW SECTION

Based on your understanding of the job as it currently exists, please review the employee's response and provide your own comments in the space provided below. **Please do not change the employee's responses.**

The questionnaire is intended to analyze the job as it is currently being done and not how it might be done in the future. **The employee's level of performance in the job is not part of this review and is not to be considered.**

Section	Remarks

Supervisor's Name: \_\_\_\_\_ Title: \_\_\_\_\_

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

### K. REVIEWING OFFICIAL'S REVIEW SECTION

Based on your understanding of the job as it currently exists, please review the employee's response and provide your own comments in the space provided below. **Please do not change the employee's or supervisor's responses.**

The questionnaire is intended to analyze the job as it is currently being done and not how it might be done in the future. **The employee's level of performance in the job is not part of this review and is not to be considered.**

Section	Remarks

Reviewing Official's Name: \_\_\_\_\_ Title: \_\_\_\_\_

Reviewing Official's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

This questionnaire is to be forwarded next to your division administrator.

Division administrator, please initial to indicate review \_\_\_\_\_.

(Attach additional page(s) for clarifying comments, as necessary.)

### ACTION VERBS ATTACHMENT

This list of action verbs should be used to assist you in completing the Summary of Responsibilities section. These verbs are useful in identifying and defining job functions. Although many of the terms may seem obvious, definitions are provided in the interest of consistency.

**Administer**—Manage or direct the execution of affairs.  
**Adopt**—Take up and practice as one's own.  
**Advise**—Recommend a course of action, offer an informed opinion based on specialized knowledge.  
**Analyze**—Separate into elements and critically examine.  
**Anticipate**—Foresee and deal with in advance.  
**Approve**—Give an expert judgement of worth or merit.  
**Assess**—Accept as satisfactory; exercise final authority with regard to commitment of resources.  
**Arrange**—Make preparation for an event, put in proper order.  
**Assemble**—Collect or gather together in a predetermined order from various sources.  
**Assign**—Specify or designate tasks or duties to be performed by others.  
**Assume**—Undertake; take for granted.  
**Assure**—Give confidence; make certain of.  
**Authorize**—Approve; empower through vested authority.  
**Calculate**—Make a mathematical computation.  
**Consult**—Pass from person to person or place to place.  
**Clear**—To remove dirt or make tidy.  
**Clear**—Gain approval of others.  
**Collaborate**—Work jointly with; cooperate with others.  
**Collect**—Gather.  
**Compile**—Put together information; collect from other documents.  
**Concede**—Agree with a position, statement, action, or opinion.  
**Conduct**—Carry on; direct the execution of.  
**Consider**—Consult with others to compare views.  
**Consolidate**—Bring together.  
**Construct**—Build, make or modify.  
**Consult**—Seek the advice of others.  
**Control**—Measure, interpret, and evaluate actions for conformance with plans or desired results.  
**Coordinate**—Regulate, adjust, or combine the actions of others to attain harmony.  
**Convince**—Establish a reciprocal relationship.  
**Communicate**—Communicate with.  
**Debug**—To detect, locate and remove mistakes from a routine of malfunctions from a computer.  
**Delegate**—Commission another to perform tasks or duties that may carry specific degrees of accountability.  
**Deliver**—Carry to intended destination.  
**Design**—Conceive, create, and execute according to plan.  
**Determine**—Resolve; fix conclusively.  
**Describe**—Disclose, discover, perfect, or unfold a plan or idea.  
**Devise**—Come up with something new, perhaps by combining or applying known ideas or principles.  
**Direct**—Guide work operations through the establishment of objectives, policies, rules, practices, methods, and standards.  
**Discuss**—Exchange views for the purpose of arriving at a conclusion.  
**Dispose**—Get rid of.  
**Disseminate**—Spread or disperse information.  
**Distribute**—Deliver to proper destinations.  
**Draft**—Prepare papers or documents in preliminary form.  
**Endorse**—Support or recommend.  
**Establish**—Bring into existence.  
**Estimate**—Forecast future requirements.  
**Evaluate**—Determine or fix the value of.  
**Execute**—Put into effect or carry out.  
**Exercise**—Exert.

**Expedite**—Accelerate the process or progress of.  
**Formulate**—Develop or devise.  
**Furnish**—Provide with what is needed; supply.  
**Implement**—Carry out; execute a plan or program.  
**Improve**—Make something better.  
**Initiate**—Start or introduce.  
**Inspect**—Critically examine for suitability.  
**Install**—To set up for use.  
**Interpret**—Explain something to others.  
**Investigate**—Study through close examination and systematic inquiry.  
**Issue**—Put forth or to distribute officially.  
**Maintain**—Keep in an existing state.  
**Monitor**—Watch, observe, or check with an eye to reaching agreement.  
**Notify**—Make known to.  
**Operate**—Perform an activity or series of activities.  
**Participate**—Take part in.  
**Perform**—Fulfill or carry out some action.  
**Place**—Locate and choose position for.  
**Plan**—Devise or project the realization of a course of action.  
**Practice**—Perform work repeatedly in order to gain proficiency.  
**Prepare**—Make ready for a particular purpose.  
**Proceed**—Begin to carry out an action.  
**Process**—Subject something to special treatment, handle in accordance with prescribed procedure.  
**Promote**—Advance to a higher level or position.  
**Propose**—Devise a plan or intention.  
**Provide**—Supply what is needed; furnish.  
**Recommend**—Advise or counsel a course of action, offer or suggest for adoption.  
**Repair**—Fix or make usable.  
**Represent**—Act in the place of or for.  
**Report**—Give an account of, furnish information or data.  
**Research**—Inquire into a specific matter from several sources.  
**Review**—Examine or re-examine.  
**Revise**—Rework in order to correct or improve.  
**Schedule**—Plan a timetable.  
**Secure**—Gain possession of, make safe.  
**Select**—Choose the best suited.  
**Sign**—Formally approve a document by affixing a signature.  
**Sort**—To separate or arrange according to a plan.  
**Specify**—State precisely in detail or name explicitly.  
**Stimulate**—Excite to activity; urge.  
**Submit**—Yield or present for the discretion or judgement of others.  
**Supervise**—Personally oversee, direct, inspect, or guide the work of others with responsibility for meeting standards of performance.  
**Train**—Teach or guide others in order to bring up to a predetermined standard.  
**Transfer**—Transfer data from one form of record to another or from one method of preparation to another, without changing the nature of the data.  
**Verify**—Confirm or establish authentically, substantiate.  
**Write**—To compose or draft.

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This questionnaire shows how an HR professional might gather data for a job analysis. Questionnaires can be completed on paper or online.

## Job analysis methods

Despite this embellishment, there remains a huge amount in the contract that is implied. The goal of a job analysis is to learn what's important for success in a specific job – what kind of knowledge, skills, abilities (also known as: KSAs), traits, behaviors, etc. are important for success in the role. Once we've identified the competencies, or the tasks important to successfully perform the job, we can determine how best to measure those.

The data from a job analysis can help inform a myriad of things important in the employee life cycle: Job descriptions, selection criteria, interview guides, performance evaluation criteria, etc. Conducting a rigorous job analysis helps to bolster the legal defensibility of the selection process that's created by demonstrating the job-relatedness of the KSAs measured. The steps involved in a job analysis can vary and be accomplished in different ways, but, below are pieces that may comprise a solid job analysis.

Note that as you're collecting this data at each step, it's important to keep in mind the sample that you capture – whether through observations, meetings, surveys, etc. – is a representative sample of the population. For example, you don't want to only look at those on first shift, if the requirements of those on second shift are different, you'd want to be sure to include them in the analyses. If there are multiple departments that fall under the job title you're analyzing, be sure to include the various departments, to the extent it's possible. It's also ideal to have the demographics of the sample you analyze be relatively proportionate to the distribution of those demographics in the current employee population.

## **The most common methods of job analysis are the following:**

### **1) Gathering archival data**

An important first step is to collect any existing information where we can learn about what KSAs are important for success in the role. This could include job descriptions where the job requirements are listed (e.g., "high attention to detail"). It may include any competency models that currently exist that outline the competencies important for success in the organization and the position. It could also include performance evaluation forms and criteria. This tells us the benchmark an employee's performance is being measured against (e.g., "Follows safety procedures").

### **2) Facility tour/job observation**

This allows job analysts to observe what's happening on the job – the tasks being performed as part of the job (e.g., counting product to pack in boxes), the environment (e.g., hot, dusty), the extent to which they interact with others, etc. Of course, you need to use good judgment for this step. It makes sense to include this in the job analysis

when the job is more entry level. In more professional level positions, it may not be as valuable to watch employees respond to emails or write reports.

### **3) Focus groups with Job Content Experts (JCEs)**

In this step of the process an analyst would meet with those who know the job and the responsibilities of the position very well. This could include current, high performing employees and those who supervise the position. Generally, one or two analysts might meet with a group of 5 – 8 JCEs, but the groups could also be much smaller or even be one-on-one interviews. During these meetings, as with the other steps in the process, the goal is to learn what it takes to be successful in the role. What tasks are being performed? What KSA's are required? What kind of traits or skills do successful employees demonstrate?

### **4) Surveys**

It's not always practical or advisable to interview *every* incumbent in the role. In order to get the input of the broader population of employees in the position, though, it's good to have additional incumbents complete a survey where they provide ratings of the importance of the competencies identified as important for success in the previous parts of the job analysis. This is an important step, as the focus groups give the analyst valuable qualitative data, the surveys provide more quantitative information that can be analyzed more objectively.

### **5) Meetings with stakeholders/visionaries**

Discussion with key stakeholders is an important part of the job analysis. During these meetings, analysts gain insight into these valuable members' perspectives with respect to the target position and organization in general. Analysts solicit background information including the impetus for the current project. They also determine if there are concerns regarding legal defensibility, or if there are any specific KSAs or other behaviors that may be deficient or missing. These meetings also provide a forum to discuss any larger organizational goals or initiatives which may influence the competencies or level of competencies needed for success in the target position.

### **6) Questionnaires**

Questionnaires are fast and economic to use. The job analyst can use a structured questionnaire in which employees are requested to identify the tasks that they perform. However, it can happen that employees do not possess the necessary verbal ability or that they are inclined to exaggerate the importance of their tasks.

### **7) Observation**

In this case the job analyst watches the employee while the latter carries out job related tasks and his observations are recorded. This method is primarily used to acquire information about posts that emphasize manual abilities such as that of a machine operator. It can enable the job analyst to identify relationships between physical and intellectual tasks. Observation alone is, however, not sufficient for a job analysis, especially in cases where intellectual abilities dominate in a job. As such, observation of a financial analyst in the work situation would not show much about the job requirements.

### **8) Interviews**

Interviews with both the employee and the supervisor can generate a better understanding of a job. Normally a job analyst first conducts an interview with the employee and helps the employee to describe his/her duties. Thereafter the job analyst contacts the supervisor for additional information in order to verify the accuracy of the information that he has received from the employee, as well as to clarify certain matters.

### **9) Employee log book or diary**

In some cases job analysis information is gathered by requesting employees to record their daily work activities in a diary. It can happen that employees exaggerate the importance of their jobs. Valuable information about highly specialised jobs can however, be gathered in this manner.

### **10) Combination of methods**

Normally a job analyst will not use one particular method of gathering information about

a particular job exclusively. A combination of methods is more suitable, depending on the nature of the jobs involved. In analysing clerical and administrative posts the job analyst can use questionnaires that are supplemented by interviews and limited observation. In the study of production jobs the necessary information can be obtained by means of interviews that are supplemented by extended observation.

### **11) Performing a job analysis**

The person who does the job analysis is interested in information concerning what is done in a specific job and what the job entails. The people who take part in the job analysis should at least include the employee and his/her immediate supervisor. Large organisations can use one or more job analysts, but in small organisations line supervisors can be responsible for job analysis. Organisations that do not possess the technical expertise often use external consultants to do job analysis.

Before job analysis can be performed, the job analyst learns as much as possible about the job by studying organisational charts and by talking with individuals who are very familiar with the jobs that have to be analysed. Before job analysis starts the supervisor

should introduce the job analyst to the employees and explain the purpose of the job analysis.

### **12) Job description**

Information that is gained by means of job analysis is of considerable importance for the development of job descriptions. A job description is a document that sets out the tasks, duties and responsibilities of a job. Job descriptions must be applicable and accurate. It should contain pithy definitions covering what is expected from employees in a post. Furthermore it must indicate precisely what employees do, how they do it and the circumstances under which they must carry out their duties.

Items that are often included in a job description include the following:

- Most important duties that are performed.
- Percentage of time taken by each duty.
- Performance standards that must be carried out.
- Working conditions and possible dangers and risks.
- Number of employees who do the work and to whom they report.
- The machinery and equipment that is used in the job.

The content of the job description varies depending on the purpose for which it will be used. The subsections that normally make up a job description are the following:

### **Job identification**

This section includes the job title, department, reporting relationship and job number or job code. A suitable job title normally reflects the nature of the content of the job very well and distinguishes the post from other posts. Job titles can also often be very misleading. The job title “executive secretary” can be a low status post in one organisation, but a very important post in another.

### **Date of the job analysis**

The date that the job analysis was conducted is included in the job description to help identify the changes in posts that make the job description obsolete. Some organisations go even further by placing an expiry date on the document. This measure ensures periodic revision of the content of the post and limits the number of obsolete job descriptions to a minimum.

### **Job summary**

The job summary provides a pithy overview of the job. It is generally a short paragraph that indicates the content of the job.

### **Duties that must be performed**

The most important duties that must be performed are included in this subsection.

### ***Job specification***

A job specification is a document that sets out the minimum acceptable qualifications that a person must have to do a particular job.

Characteristic items that a job specification contains include the following:

- educational requirements;
- experience;
- personality characteristics;
- physical abilities

In practice job specifications are often included as an important subsection of job descriptions.

After jobs have been analysed and the description made, the final results should be discussed with the supervisor and employee to ensure that it is accurate, clear and understandable. It also helps to gain employees' acceptance. Because the job description and job specification are often combined in one form, the term *job description* is used to include both documents.

### **Reasons for performing a job analysis**

Information that is acquired by means of a job analysis has an impact on almost all functions of human resources in an organisation. Information gained through job analysis plays an important role in human resources planning. The very fact that an organisation will need one thousand new employees to manufacture products or to supply services that fill the job requirements is not sufficient. Every job requires unique knowledge, skills and abilities. Effective human resources planning in an organisation must take these job requirements into consideration.

Job analysis is also necessary for effective recruitment and selection. Recruitment and selection cannot be conducted effectively if the qualifications that are needed to do the job effectively are not available. Information with regard to job analysis supplies valuable guidelines that can be used to determine which candidates to recruit and select.



Information that is acquired by means of job analysis is also very useful in identifying human resource development needs. Should a job specification indicate that particular knowledge, skills and abilities are needed for a particular job and the candidate selected does not meet all the specifications, then he/she will have to have the necessary training?

Job analysis can also indicate criteria that should apply in performance evaluation. Performance evaluation entails evaluating employees in terms of how well they carry out the tasks and duties contained in their job description.

The information that comes out of job analysis can also be used in remuneration decisions. The relative value that a particular job has for the organisation must first be determined before it can be assigned a monetary value. The greater the duties and responsibilities, the greater the relative value of the job. Jobs that require more knowledge, skills and abilities should be of greater value to the organisation.

Job analysis plays an important role in decisions concerning safety and health. Employees are expected, for example, to indicate whether a particular job is dangerous or not. The job description/specification should address this requirement. For certain dangerous jobs employees need specific information about the dangers in order to ensure greater safety.

Information that is acquired through job analysis is also important in employee and labour relations. When employees are considered for promotion, transfer or demotion, the job description supplies a standard for comparison of talent. Information that comes out of a job analysis can often lead to more objective decisions about human resources.

When human resources research is undertaken, job analysis information provides the researcher with a starting point. If the human resources researcher, for example, attempts to identify factors that distinguish between successful and average employees, the researcher must involve only those employees who have the same job descriptions/specifications.

Job analysis information is also important for supporting legitimacy of employment practices and decisions such as promotions, transfers and demotions.

### **Types of job analysis information**

A considerable amount of information is necessary to conduct a successful job analysis. The job analyst identifies the job's real duties, tasks and responsibilities and also collects other information such as:

- *Job activities*
- job activities and processes;
- activity reports (for example, in the form of film);
- procedures that are used;
- personal responsibilities.
- *Employee orientated activities*
- human behaviour patterns such as physical transactions and communication in the job;
- the various elements of motion that are used for the analysis of methods;
- personal job requirements such as energy expenditure.
- *Machinery, tools, equipment and aids that are used*
- *Job related tangibles and intangibles*
- knowledge that is used or applied (as in accounting);
- material that is consumed;
- products that are manufactured or services that are provided.
- *Performance*
- error analysis;
- job standards;
- work measurements such as the time that is taken to perform a task.
- *Job context*
- work schedule;
- financial and non-financial incentives;
- physical working conditions;
- organisational and social contexts.
- *Personal requirements for the job*
- personal characteristics such as personality and interest;
- education and training that are needed;
- job experience.

## **Conclusion**

Remember, a job analysis is an integral part of an accurate employee assessment. Each step – gathering archival data, job observation, focus groups, surveys, and stakeholder meetings – is just as important as every other step. Be sure to include each step when conducting a job analysis, or if you're working with an I/O Psychologist, be sure that they're doing every step to ensure the accuracy of your assessment.

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