**SCHOOL OF BSUINESS AND MANAGEMENT**

**COURSE: AFRICA CENTRE FOR PROJECT MANAGEMENT**

**COURSE UNIT: GRANTS MANAGEMENT MODULE 3**

**ASSIGNMENT SUBMITTED**

**BY**

**STUDENT NAME: LAGU FRANCIS JOSEPH**

**Registration Number: ACPM PGD/156/2019**

**YEAR 2019**

**DATE OF SUBMISSION: 30TH JUNE, 2019**

**Lecturer:**

**MODULE 3 ASSIGNMENTS:**

1. Distinguish between training and development. Discuss how training is important.

Training is a learning process for new employees in which they get to know about the key skills required for the job. Development is the training process for the existing employees for their all-round development.

Training is a short-term process i.e. 3 to 6 months, but development is a continuous process, and so it is for the long term.

Training focuses on developing skill and knowledge for the current job. Unlike, the development which focuses on the building knowledge, understanding and competencies for overcoming with future challenges.

Training has a limited scope; it is specific job oriented. On the other hand, development is career oriented and hence its scope is comparatively wider than training.

In training, the trainees get a trainer who instructs them at the time of training. In contrast to development, in which the manager self-directs himself for the future assignments.

Many individuals collectively attend the training program. Development is a self-assessment procedure, and hence, one person himself is responsible for one’s development.

Discuss how training is important.

The methods of production are standardized through training. All trained employees follow same methods and techniques of production and hence there can be little variation in output and standards produced by different employees. By using standardized methods, the quality of output would be increased.

Training provides opportunities for the employees to learn an acquire skills to work in several departments in an organization. Training also results in low rate of labor turnover which means high consistency in organizations in retaining people for long period of time.

Low labor turnover means high organizational stability. Flexibility is ensured because employees may be placed in several departments over a period of time as they acquire multiplicity of skills through adequate training.

Training results in increased morale of employees because of reduction in dissatisfaction at work, reduced complaints, and reduced absenteeism, and increased interest in work during the post-training period. Heightened morale results in increased loyalty to the organization.

A trained employee knows what job he has to do and how to do that job and requires no guidance and supervision. Supervisors can devote their time to solve more important problems rather than concentrating on constant and regular supervision.

A well-trained employee makes better and economical use of available resources (materials, machines, and equipment). Optimum utilization of resources results in reduced cost on production and higher profits.

Training brings about increase in quantity and quality of goods produced resulting in high productivity.

Through proper training employees become eligible for promotion handling more responsibility. An expanding and growing organization wishes to train the existing employees so as to place them in higher positions in future.

Training provides a platform for maintaining smooth industrial relations. Employees develop a feeling that organization is taking care and interest in them through training programmes.

Untrained people are bound to commit errors while handling machinery and equipment resulting in incidents at workplace. Training eliminates (reduces) the possibility of incident due to mishandling of equipment, machinery, and other resources of the organization.

Proper training and development programmes ensure safety in handling the organization’s resources which results in reduction in the accident rates.

An untrained worker consumes a lot of time to learn the methods, technique of doing the work. Skilled and trained employees reach the acceptable level of performance within no time. Therefore, training results in reduced learning time.

2. Distinguish between induction and training highlighting any three advantages of on the job training.

Training - Meaning Training is the process of planned programs and procedures undertaken for the improvement of employee’s performance in terms of his attitude, skills, knowledge and behavior. These training and development programs can significantly improve the overall performance of the organization.

The main objective of training is to bring about efficiency and effectiveness in an organization. 2. Assisting new comers: it helps new employees to adjust themselves in a new working environment, culture and technology. 3. It helps develop capacities and capabilities of the employees- both new and old by upgrading their skills and knowledge. Objectives of Training www.learnito.com HRM 3

Training increases knowledge and skill of managerial personnel.

2. Training programme helps increasing quality and quantity of output.

3. It helps each individual to utilize his/her full potential.

4. By training, the worker is enabled to make the good and economical use of materials and equipment.

5. Employees feel that they are being taken care of by the management and this result in increasing their morale.

6. Trained employees need less supervision. Benefits and Need for Training www.learnito.com HRM 4.

Training need identification is a tool utilized to identify what educational courses or activities should be provided to employees to improve their work productivity. 1. Organizational needs: These concern the performance of the organization. It is to find out whether the organization is meeting its current performance standards and objectives and if not, exploring ways in which training or learning might help it to do so. 2. Group needs: Working in groups and teams have become very much prevalent in today’s corporate world. Therefore, nowadays there is increased emphasis given to team effectiveness and performance. 3. Individual needs: It is to understand the extent to which individuals need to learn or be trained in order to bring their current performance up to the required level. Training Need Identification www.learnito.com HRM 6.

7. Induction • Definition: the process of receiving and welcoming an employee when he first joins a company and giving him/ her the basic information he needs to settle down quickly and happily and start work. -Michael Armstrong • “Induction is the welcoming process to make the new employee feel at home and degenerate in him a feeling of belongingness to the organization”. www.learnito.com HRM7.

It helps to build confidence in the organization and creates interest in his job. 2. Remove/Reduce the hesitations and fears which they carry on the first day. It familiarizes the environment to the employee and puts them at ease with the work environment. 3. It promotes a feeling of belonging and loyalty to the organization. It also helps to understand goal and objectives of the organization. 4. It provides basic information like working hours, policies & procedures, rules & regulations. 5. It create a sense of security for the candidates in the job. Objectives of Induction www.learnito.com HRM 8.

Conducting training in an external environment is being avoided by many companies. An inclination towards training employees within their own working environment can be seen clearly. This way they use those tools and equipment which they will be using in future to carry out their specific role in the organization. This preference is proved by Walter who introduced “the Task analytical training system (TATS) model is a performance-based approach to develop, implement, and evaluate a structured on-the-job training program that can be applied to a variety of manufacturing settings.” (1996, October, pg: 1)

The employee is given specific job training and they practice under the administration of more qualified staff. This way they gain confidence in their work. The trainer directs them how to perform the task appropriately and gives feedback immediately by pointing out any errors. This allows a new trainee to be incorporated simply and quickly into the company, in addition to the job training being modified to distinctively suit the needs of the company.

Furthermore, on-the-job training makes sure that the employee is actually working as it is learning. This leads them to being further dynamic and proficient. From a financial perspective, for the company it’s a very cost effective method of imparting knowledge and skills that are according to the company’s wants.

Easily applicable

No more wasted time for employees paging their way through a dusty manual. No more scattershot approaches to designing training courses. On-the-job training is specific and focused on the needs of employees. If an employee needs to access a specific training module, they can use just-in-time online learning to locate courses they have already completed on their devices.

Employees will also appreciate the ability to get to important information quickly without paging through PowerPoint slides or calling multiple people in the company for help.

It makes good (money) sense

Employee training is one of the most expensive parts of onboarding. HR Onboard found that the average cost of onboarding a new employee can reach up to $40,000. In technology industries, that cost can soar even higher. But here’s the catch: these price tags do not even mention the cost of training.

Training costs include training rooms, travel, catering, and materials. Even if you cram your disgruntled employees into the conference room at the end of the hall for a day of presenters, those presenters cost money, and you lose a day’s worth of work from your employees.

Yes, it’s true that most (all?) employees wouldn’t turn down the opportunity to attend an expensive training conference in an exotic local, but you can’t really be sure of what they are getting (other than a good tan). For employees, once the tan lines fade, they may be left with a gap in knowledge that could reflect poorly in the work.

In the end, on-the-job training makes more sense for protecting the bottom line through ongoing and always-accessible resources. It may make sense to create a combined approach, but even then, you’re still cutting overall costs of in-person training and travel.

Saves time

Time is a precious commodity for both employers and employees, and one of the best advantages of on-the-job training is that it delivers information when and where your employees need it most.

If your company is managing a large construction project that is under ever-changing codes and zoning laws, you can wrap that zip code in a geofence. Once employees pass into that area, a push notification lets them know if there are any changes they need to be aware of. This keeps you in compliance with the law, but it also shows employees that their time is valuable, too. No changes for the day? Then there’s no training needed.

A geofence can be set for as little as 250 feet, so it’s good for hospital or university complexes, too. This type of micro learning is an ultra-efficient and effective way to integrate on-the-job training into an employee’s day, making the best use of their time (and your resources).

Flexibility

Your employees won’t need all of the information all of the time. They also won’t need it in the same format.

With many different types of eLearning tools available, you can choose the ones that make the best sense for you and your employees.

Social-ready

Co-workers may be the best source of on-the-job training support, a practice that can help build good employee relationships.

If micro learning, geofencing, and other eLearning methods are experienced together in a social learning environment, co-workers get an opportunity to support each other through tricky concepts or challenging procedures.

3. Successful organizations make deliberate effort to forecast their human resource needs. Explain five reasons for this effort.

Human resources (HR) forecasting involves projecting labor needs and the effects they’ll have on a business. An HR department forecasts both short- and long-term staffing needs based on projected sales, office growth, attrition and other factors that affect a company’s need for labor. In addition to forecasting the number and type of workers you’ll need, HR planning includes analyzing the various costs and administrative work that go along with adding workers or downsizing.

One of the most basic forecasting tasks for a human resources manager is the creation and maintenance of a company’s organization chart. If your business uses a flat organizational structure consisting of a few key employees who work directly with you, it’s a good idea to create a chart that shows how your company will be organized a year or two down the road. You might begin adding departments, such as accounting, marketing, sales and human resources, each of which requires a department head and multiple employees.

An organization chart helps you hire proactively and avoid ending up with employees who don’t fit in to your future organization.

If you make a product, your labor needs change as sales rise and fall. Your human resources manager should keep in close touch with your sales manager to be aware of any spikes or declines in sales that affect your labor needs. This prevents falling behind on order fulfillment or paying idle workers.

A simple example of labor forecasting is a restaurant that has nights with many bookings and large parties and other nights when few diners make reservations. The manager forecasts the restaurant’s wait staff, bar and kitchen needs. At a factory, the sales, production and human resources managers work together to address seasonal spikes, large orders or the loss of a major customer or retailer.

Human resources forecasting helps you avoid long-term holes in your staffing needs by keeping on top of which of your employees might be retiring, leaving or asked to leave. Using this information, your HR manager plans to fill these holes with internal staff or prepares for a quick recruiting effort.

As you receive the results of your staff forecasting, prepare your coordinators to move up to manager positions one day and your managers to make the move to directors, if possible. Lower-level staff can’t fill some positions because they require specific degrees or certifications, but some positions might best be filled by internal employees. Add employee training to your human resources efforts to prepare key staff to rise within the organization as staff members need to be replaced.

In addition to forecasting labor needs, human resources forecasting helps you plan budgets based on your future staffing levels. For example, demand forecasting might show a need for more seasonal workers. An HR review might determine the best way to handle this is with part-time workers or paying overtime to current employees.

If your labor needs won’t change next year, you might still have increased employee costs based on annual raises and benefits increases. Your HR manager forecasts your personnel costs each year to help with your budgeting.

Considering the organizational goals, HR Planning allows the identification, selection and development of required talent or competency within the organization.

4. Explain five reasons why inadequate staff training may contribute to low organizational productivity.

As an employer, you have a legal obligation to ensure you provide your employees with adequate health and safety training. By ignoring this responsibility, you could face legal repercussions, an increase in workplace accidents, decreased staff morale and increased absence.

Inadequately trained employees are likely to experience poor job performance and increased levels of work-related stress. If your employees are feeling unhappy and undervalued, the chances of them searching elsewhere for progression and development opportunities will increase. If you want to retain good employees, invest in their happiness by prioritizing their development.

With constant updates in technology and an increase in global trading, the levels of competition between businesses is ever increasing. This means that it’s even more important that your workforce is adequately trained with the education and skill levels needed to work safely and productively.

Poorly trained employees are likely to feel undervalued, which will reduce workplace productivity, loyalty and engagement. If all your employees are making the same careless mistakes and performing poorly, it’s time to assess the type and standard of training you provide.

By giving your employees the necessary skills the first time, you will reduce the time, money and resources needed to rectify mistakes. Once you invest in your employees’ training you’ll see productivity and profits soar.

As well as increased workplace stress, poorly trained employees are likely to feel unappreciated in their jobs. As a result, they will either leave in search of better opportunities or you will be forced to fire them for underperforming.

While this might not seem like a big problem, high staff turnover is expensive and finding a new hire can cost you around 30% of the job’s total salary. However, if you demonstrate you are an employer who is invested in the development and success of your employees, you are likely to see an increase in company loyalty and staff morale.

5. Distinguish between the following terms as used in Human Resource

Management

a) General Management and Human Resource Management

Human Resource Management is broader in scope than Personnel Management.

The scope of personnel management includes functional activities such as manpower planning, recruitment, job analysis, job evaluation, payroll administration, performance appraisals, labor law compliance, training administration, and related tasks. Human resources management includes all these activities plus organizational developmental activities such as leadership, motivation, developing organizational culture, communication of shared values, and so forth.

The human resource management approach remains integrated to the company’s core strategy and vision. It seeks to optimize the use of human resources for the fulfillment of organizational goals. This strategic and philosophical context of human resource management makes it more purposeful, relevant, and more effective compared to the personnel management approach.

The personnel management approach tends to attach much importance to norms, customs and established practices, whereas the human resource approach gives importance to values and mission.

The personnel management approach also concerns itself with establishing rules, policies, procedures, and contracts, and strives to monitor and enforce compliance to such regulations, with careful delineation of written contract. The human resource management approach remains impatient with rules and regulations. HR managers tend to relax rules based on business needs and exigencies, and aim to go by the spirit of the contract rather than the letter of the contract.

An illustration of this difference in approach lies in the treatment of employee motivation. The personnel management approach holds employee satisfaction as the key to keeping employees motivated, and institutes compensation, bonuses, rewards, and work simplification initiatives as possible motivators. The human resource philosophy holds improved performance as the driver of employee satisfaction, and devises strategies such as work challenges, team work, and creativity to improve motivation.

Another dimension of the difference is the proactive nature of human resource management compared to the reactive nature of personnel management.

Personnel management remains aloof from core organizational activities, functions independently, and takes a reactive approach to changes in corporate goals or strategy. Human resource management remains integrated with corporate strategy and takes a proactive approach to align the workforce toward achievement of corporate goals.

For instance, while the personnel management approach concerns itself with a reactive performance appraisal process, human resource management approach has a more comprehensive and proactive performance management system that aims to correct performance rather than make a report card of past performance.

Personnel management is an independent staff function of an organization, with little involvement from line managers, and no linkage to the organization's core process. Human resource management, on the other hand, remains integrated with the organization's core strategy and functions. Although a distinct human resource department carries out much of the human resource management tasks, human resource initiatives involve the line management and operations staff heavily.

Personnel management also strives to reconcile the aspirations and views of the workforce with management interest by institutional means such as collective bargaining, trade union-based negotiations and similar processes. This leads to fixation of work conditions applicable for all, and not necessarily aligned to overall corporate goals.

Human Resource management gives greater thrust on dealing with each employee independently and gives more importance to customer-focused developmental activities and facilitating individual employees rather than bargaining or negotiating with trade unions.

Finally, in any discussion of personnel management vs human resource management, we must include that personnel management lays down rigid job description with many grades and a fixed promotion policy–usually based on seniority and performance appraisal ratings. Human resource management, on the other hand, has relatively fewer grades and ranks, with broadly defined job responsibilities providing much scope for applying creativity and initiative, and plenty of career paths, with skills, talent and commitment the key drivers of career advancement.

b) Recruitment and selection

Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization WHEREAS selection involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts.

Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization WHEREAS selection involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts.

Recruitment is a positive process i.e. encouraging more and more employees to apply WHEREAS selection is a negative process as it involves rejection of the unsuitable candidates

Recruitment is a positive process i.e. encouraging more and more employees to apply WHEREAS selection is a negative process as it involves rejection of the unsuitable candidates.

There is no contract of recruitment established in recruitment WHEREAS selection results in a contract of service between the employer and the selected employee.

c) Succession planning and Human Resource planning

Human Resource Planning (HR Planning), also known as manpower planning, is the process of estimating the present and future personnel requirements for a company’s operations in order to attain targets. It also details the how and when to acquire such personnel.

Succession Planning is the process of identifying critical positions in the organizational chart and preparing employees below or parallel to such critical positions in the hierarchy to take over when the incumbent leaves the critical position due to resignation or any reason.

Approach

The major difference between human resource planning and succession planning lies in the approach to each.

Human resource planning (HR Planning) concerns itself with the quality and quantity of the entire workforce whereas succession planning concerns itself with the competence of a person in a specific post.

HR Planning is a macro-level approach dealing with the workforce in general, aiming to ensure that the organization has the required number of personnel with the required skills at the required time. It is a straightforward cut-and-dried approach and does not concern itself with any specific employee on an individual basis. Succession Planning is a micro-level approach concerned with individual employees on an individual basis, for the eventuality of the incumbent leaving at a future time that is still uncertain and indefinite.

Methodology

Another difference between human resource planning and succession planning is seen in the selection methodology used by each.

HR Planning bases itself on:

The existing operations of the company, with the required workforce estimated through methods such as time study, case study, and others.

Business plans and forecasts human resource demands by various forecasting techniques and statistical tool.

Identifying critical positions for the succession planning exercise is subjective. The criteria for selection of candidates to groom as successors depend on various factors such as competence, behavioral skills and attitudes, tenure with the company, political equations within the company, and other qualifiers. Such standards are usually subjective. The process of actually implementing succession planning is, however, scientific and includes assessment centers, empowerment, mentoring, and various training and development initiatives.

Time Frame

HR Planning usually takes places before a major recruitment effort such as seasonal hiring or following a major corporate restructuring or decision to right-size the organization. Companies without such disruptions usually review their HR plans annually in a bid to right-size the organization based on actual demand.

Succession Planning is a more continuous process aimed at enhancing the competence of the personnel selected to succeed incumbents. The process of identifying a new employee to groom as a successor starts when one of the personnel marked as a successor moves into an earmarked slot or leaves.

Significance

HR Planning aims at ensuring that the organization functions smoothly with the right number of personnel. A shortage of employees results in the inability to meet corporate goals, failure to exploit opportunities, poor customer satisfaction, and lower profits. The presence of excess personnel leads to the loss of productivity, process inefficiency, and unnecessary wage bills.

Succession planning aims to prevent disruption of organizational activities or collapse of systems and procedures by the absence of key personnel in key positions. It tries to mitigate the adverse effects of the resignation or loss of key employees.

Both HR Planning and Succession Planning are of critical importance to any organization, and organizations that neglect either of these activities invariably face severe human resource issues.

d) Job design and Job Analysis

Job analysis is the process that identifies tasks, duties, responsibilities, required qualifications, skill and knowledge etc. for an individual for a job. Job analysis is done for recruitment, to evaluation the employee's need of training and evaluation. On the other hand Job design is allocation of tasks to an employee or group of employees in an organization. Job design determines those job, tasks and responsibilities and employee (group) have to perform.

Job design and Job analysis differs not only on their purpose of creation but also their timing of performing. That means Job design is performed before Job analysis. Job analysis is performed when new job is created or job nature and method is changed due to change in technology or requirements. Job design mainly focuses on work division and effective performance of tasks and job completion whereas Job analysis is about effective and appropriate selection of candidates. Job design attempts to implement the available manpower effectively and efficiently but Job analysis deals with the required skills, qualification of employees who are to be assigned tasks. Job analysis covers wide range of information viz. Job description, Job Specification, Job Design, Recruitment and Selection process, Compensation and remunerating employees. Job analysis defines about evaluation of employees too. Job design deals with business objectives and structuring works.

From the eye of a manager in an organization, effective selection of candidates is important. Right person for right job and right job for right person is very important. Manger will fail if they tries to turn donkey to horse that means manager should know the skill, knowledge of individual. If manger fails on Job analysis then it is highly probable that wrong person are recruited and selected. Selection of wrong person will make job design complex. Proper job design is required for achieving maximum efficiency, to achieve organization goals. So if manger don't have proper knowledge of Job Design and Job Analysis he cannot decide appropriateness of a candidate/employee and cannot assign job properly so the company cannot achieve its goals.

e) Job evaluation and employee evaluation

Job Analysis is a process which determines job requirements while Job Evaluation ascertains the value of a job in relation to other jobs.

The process in which an in-depth examination is performed to gather information about every minute detail about a particular job is known as Job Analysis. Job Evaluation is a process of determining the importance of a particular job in relation to the other job of the organization.

Job Analysis is a comprehensive process while Job Evaluation is a comparative process.

Job Analysis is done to prepare a job description and job specification. Conversely, Job Evaluation aims at implementing an equitable and justified wage system in an organization.

Job Analysis is the first step to Job Evaluation.

Job Analysis helps in Recruitment & Selection, Training & Development, Performance Appraisal, Compensation, etc. On the other hand, Job Analysis helps in ranking the jobs by comparing them on the basis of their importance.

6. Explain the usefulness of having job description in the organization

Serves as a reference guide for determining comparable industry salaries.

Helps maximize dollars spent on employee compensation for the position by ensuring experience, and skills needed for the job, are detailed and matched to prospective applicants.

Functions as a foundation for developing interview questions.

Details information about the position that can be incorporated into “help wanted” ads.

Discourages employees from refusing to do something because “it is not my job.”

Provides a basis for employee reviews, salary increases, setting goals, and growth paths.

Serves as legal documentation that can be useful in the event an employee files a termination or discrimination lawsuit against the company.

9. References Study Value http://studyvalue.com/\_management\_sciences/\_hrm/define\_training\_24.html HR.com http://www.hr.com/en/communities/training\_and\_development/list-of-training-methods\_eacwezdm.html YourArticleLibrary http://www.yourarticlelibrary.com/employees/training-methods-on-job-training-and-off-the-job-training- methods/5421 Education Observer http://www.educationobserver.com/forum/showthread.php?tid=12279 Preserve Articles http://www.preservearticles.com/2012010319719/benefits-and-methods-for-effective-training-of-employes-for-doing- a-particular-job.html Cool Avenues http://www.coolavenues.com/hr-zone/training-need-identification WhatIsHumanResource.com http://www.whatishumanresource.com/induction-of-employee www.learnito.com HRM 9

10. Learnito Study Series for Business Students Find notes, curated videos, MCQs, case studies and solved university papers at [www.learnito.com](http://www.learnito.com)

Difference Between, (2013). Difference Between Job Analysis and Job Design. Retrieved 11 September 2015, from http://www.differencebetween.com/difference-between-job-analysis-and-vs-job-design/

Lepak, D. & Gowan, M. (2010). Human resource management: Managing employees for competitive advantage. Upper Saddle River, NJ: Pearson/Prentice Hall.

www.learnito.com HRM 2