

Unit IV

Directing

Staffing

- Filling and keeping filled, positions in the Organisation structure.
- Def – Koontz and O'Donnell “ The managerial functions of staffing involves manning the Organisational structure through proper and effective selection, appraisal and development of personnel to fill the roles designed into structure.

Functions of Staffing

1. Procurement

- Job analysis
- Man power planning
- Recruitment
- Selection
- Placement

2. Development

- Performance appraisal
- Training
- Management Development
- Career Planning & Development
- Promotion

3. Compensation

- Job evaluation
- Wage and Salary administration
- Incentives
- Fringe Benefits
- Social security measures

4. Human Relations

- is an area of management in integrating people into work situation in a way that motivates them to work together productively, co-operatively and with economic, psychological and social satisfaction.

Sequence of activity in Staffing

Preemployment activities - Requisitioning, Recruiting & Selecting

Post employment activities - Training, appraising, Promoting and Compensating, Providing miscellaneous services.

Purpose and Importance

1. Increasing size of Organisation
2. Advancement of technology
3. Long range needs of manpower
4. High wage bill
5. Trade unionism
6. Human relations movement

Recruitment & Selection

- 1st Stage, continues with selection and stops with the placement of the candidate
- +ve it stimulates people to apply for jobs to increase the hiring ration. i.e. the number of applicants for a job
- Goal of Recruitment is to create a large pool of persons available and wiling to work.
- Selecting the person overall
- Def.- Edwin & Flippo – “ Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the Orgn.

Sources of Recruitment

1. **Internal sources** – It includes personnel already on the payroll of an Organisation, presenting working force.

Merits

- Less expense
- Builds loyalty
- Ensures stability
- Sense of security
- Lower level to look forward to rising to higher levels
- Morale of the employees (Shows more Enthusiasm)

Demerits

- Promotion based on seniority, inefficient people may also be promoted this will ultimately ruin the prospects of the firm.
- There will not be any any creativity
- Lack of Technical skills

2. **External Sources** – Fresh flood should be injected so as to make it more dyanamic

- freshers from college
- unemployed with a wide range of skills and abilities
- retired experienced person

Merits

- required skills
- Do objective selections (since people are recruited from a large market, the best selection can be made without any distinctions of caste, colour, gender)
- May be economical in the long run (training is not required)

Demerits

- Brain Drain – Experienced persons or raided or hunted by other concerns

Methods or Techniques of Recruitment

1. **Direct Method** – campus recruitment
2. **Indirect Method** – use advertisements for recruitment in newspaper, journal, etc
 - Blind advertisement – without company name the advertisement been made
3. **Third Party method**
 - a. Private Employment agency
 - b. Public Employment agency
 - c. Head hunters (Professional Recruiting agencies)
 - d. Employee Referrals (Recommendations)
 - e. Trade Unions
 - f. Applicant at the gate
 - g. Voluntary Organisation
 - h. Computer data bank

Recruitment Policy 5 Elements

1. Identification of Recruitment needs
2. Preferred sources of Recruitment
3. Criteria of selection and selection techniques
4. Cost of Recruitment
5. Role, if any assigned to the union in the formulation and implementation of recruitment and selection policies.

Selection

- Process of discovering the most suitable and promising candidates to fill up the vacancies
- The goal of selection is to sort out or eliminate those judged unqualified to meet the job and organizational requirements
- -ve action, after receiving the application select a particular person
- Recruitment is a method while selection is a procedure.
- Successive hurdles techniques

Steps in Selection

- A process of rejecting the unwanted applicant
1. Receiving application
 2. Preliminary screening / Interview
 3. Application blank
 4. Psychological test

5. Interview
6. Reference check
7. Physical Examination
8. Final Interview

Interview

The Interview is the most frequent method of selection. The Interview is a face to face conversation between an applicant and the employer. The purpose of Interview is to collect information on behaviour, attitudes, opinions, maturity, emotional stability, enthusiasm, confidence, response and other commercial behaviour.

Factors considered in Interview

- Initiative
- Response
- Behaviour
- Work Experience
- Opinion
- Attitude
- Maturity
- Emotional Stability
- Enthusiasm
- Confidence

Types of Interview

1. **Structured Interview** – is also called as patterned interview. The interviewers are trained in the process to be used. A list of questions on analysis of the job specification is prepared. The Interviewing process attempts to predict how candidates will perform in the work situations.
2. **Group or Discussion Interview** – The interviewees are given certain problems and are asked to reach a specific decision within a particular time limit. The applicants enter into group discussion, knowing that the interview is a test, but do not know which qualities are being measured or tested. The object is to see how individuals perform on a particular task or in a particular situations
3. **Panel or Board Interview** – Candidate is interviewed by a number of interviewers. Questions may be asked in turn or asked in random order as they arise on any topic.
4. **Stress Interview** – The Interview assumes a hostile role toward the applicant. He deliberately puts him on the defensive by trying to any, embarrass or frustrate him. The purpose is to find out how a candidate behaves in a stress situation whether he loses his temper, gets confused or frightened.

PLACEMENT

The Placement of the individual on the new job and orienting him to the Organisation. Placement may be defined as the determination of the job to which an accepted candidate is to be assigned to that job. A proper placement of a worker reduces Employee turnover, absenteeism and accident rates and improve morale.

After the selection, the employee is generally put on a probationary period ranging from one to two years after his employment to regularized, provided that during this period, his work has been found to be satisfactory.

- Orientation
- Training
- Executive Development

Orientation / Induction / Indoctrination

Induction is a technique by which a new employee is rehabilitated into the changed surroundings and introduced to the practices, policies and purposes of the Organisation

The Main Objects of Orientation

1. Clarifying the job
2. Developing realistic expectation about the Organisation
3. Reducing the amount of stress of new employee
4. Reducing startup costs
5. Strengthening the relationships between new employee, his superiors and peers

A formal orientation programme generally provides information regarding the following :

1. The history of the Organisation
2. Products and services of the Company
3. Organisation structure of the enterprise
4. Location of departments and Units
5. Personnel policies and practices
6. Employees facilities and services
7. Rules and Regulations
8. Grievance procedures
9. Safety Measures

TRAINING & DEVELOPMENT

Training

- Training is an organized process for increasing the knowledge and skills of people for definite purpose.

Training & Education

- Training and Education is concerned with imparting specific skills for particular purpose

- Purpose of Training is to bring about improvement in the Performance of work
- Includes the learning of such skills as are required to do a specific job in a better way

Training & Development

- Development involves the growth of the individual in all respects
- Training is job centered whereas development is career bound
- Aims at increasing the capacity for further tasks of greater difficulty
- Contents and techniques of employee training may differ from those of Management Development.

Training & Development Process

1. Determining Training Needs
 - a. Organizational analysis – (analyzing the present and future needs of the total Organization)
 - b. Operational analysis – (need of a specific group of jobs)
 - c. Individual analysis – (analyzing the need of the specific Employee)
2. Deciding the purpose of Training
3. Choosing Training method
4. Evaluating Training Effectiveness

Need for Training arises on the account of following reasons –

1. New Environment
2. Lack of Trained Personnel
3. Advancement in Technology
4. Faculty Methods
5. Prevention of accidents
6. Career Development.

Need for Training

1. To improve job related skills
2. To update Knowledge and skills
3. To prepare for higher responsibilities and task
4. To develop proper job related attitudes
5. To inject motivation and morale
6. To mould personnel to adapt and adjust to Organizational change

Advantages of Training

1. Increased productivity
2. Job Satisfaction
3. Reduction in accidents
4. Better use of Resources
5. Reduced Supervision
6. Greater Flexibility
7. Management by Exception

8. Stability and Growth

Essential of a good Training Programme

A good training programme must satisfy the following conditions

1. Clear Purpose
2. Training Needs
3. Relevance
4. Individual Differences
5. Appropriate incentives
6. Management Support
7. Balance between theory and practice.

Training Procedure

1. Preparing the Instructor
 - know the job or subject he is attempting to teach
 - Have the aptitude and ability to teach
 - Have willingness towards the profession
 - Pleasing Personality and capacity for leadership
 - Knowledge of teaching Principles and methods
2. Preparing the Trainee
3. Getting ready to teach
4. Presenting the Operation
5. Try out the Trainee's performance
6. Follow - up

Methods and Techniques of Training

1. On the Job Training
 - a. Coaching
 - b. Understudy
 - c. Job Rotation
2. Vestibule Training – (Dummy Machine set up)
3. Apprenticeship Training
4. Classroom Training

Executive Development / Management Development

“ Developing a manager is a progressive process in the same sense that educating a person is. Neither development nor Education should be thought of as something that can ever be completed, for there are no known limits to the degree to which one may be developed or educated”

Methods of Executive Development

1. On the Job Method

- a. Coaching and Understudy
- b. Position rotation
- c. Special projects and task forces
- d. Committee assignments
- e. Multiple Management

2. Off the Job Method

- a. Special courses
- b. Conferences and Seminars
- c. Case study
- d. Selective Readings
- e. Brain Storming
- f. Simulation , role Playing and Management Games
- g. Sensitivity Training

DIRECTING

Directing concerns the total manner in which a manager influences the actions of subordinates. It is the final action of a manager in getting others to act after all preparations have been completed. It consist of the following elements:

1. issuing orders and instructions
2. continuing guidance and supervision of subordinates
3. motivating subordinates to work hard for meeting the expectation of management.
4. maintaining discipline and rewarding those who perform well
5. providing leadership to subordinates

CHARACTERISTICS

1. Elements of Management
2. Continuing Function
3. Pervasive Function
4. Creative Function
5. Linking function
6. Management of Human Factor

SIGNIFICANCE OF DIRECTING

1. Initiates action
2. Ensures coordination
3. Improves efficiency
4. Facilitates change
5. Assists stability and growth

PRINCIPLES

1. Harmony of objectives
2. Maximum individual contribution
3. Unity of command
4. Appropriate techniques

5. Direct Supervision
6. Strategic use of Informal Organization
7. Managerial Communication
8. Effective Leadership
9. Principle of Follow up through

TECHNIQUES OF DIRECTING

1. Delegation
2. Supervision
3. Orders and instructions
4. Motivation
5. Leadership
6. Communication

SUPERVISION

Supervision implies exert overseeing of people at work in order to ensure compliance with established plans and procedures. Every executive has to supervise the work of his subordinates. At the operating level, supervision is the most significant part of the manager job. The supervisor is in direct touch with the workers. He teaches proper work methods, maintains discipline and work standards and solve workers grievances or problems.

RESPONSIBILITIES OF A SUPERVISOR

1. To schedule work so as to ensure an even and steady flow.
2. To assign work to different individuals
3. To provide proper working conditions
4. To issue orders and instructions
5. To prescribe work methods and procedures
6. To guide, train and inspire workers in the efficient performance of work.

QUALITIES OF A GOOD SUPERVISOR

1. Knowledge of Work
2. Knowledge of the Organization
3. Communication Skill
4. Human Relation of Skill
5. Decisiveness

FUNCTIONS

1. Planning the work
2. Organising the Resources
3. Staffing the units
4. Maintaining discipline
5. Enforcing safety measures
6. Handling Grievances

7. Appraising performance

FUNDAMENTALS OF EFFECTIVE SUPERVISION

1. Planning the work
2. Time management and delegation
3. Organising the resources
4. Staffing the Units
5. Training and development of Employees
6. Disciplining the Workers
7. Appraising the performance of Employees
8. Controlling the results
9. Labour relations and Grievance procedures

LEADERSHIP

Definitions

Leadership is defined as influence, the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals.

- Leaders act to help a group attain objectives through the maximum application of its capabilities.
- Leaders must instill values – whether it be concern for quality, honesty and calculated risk taking or for employees and customers.

SKILLS

1. The ability to use power effectively and in a responsible manner
2. The ability to comprehend that human beings have different motivation forces at different times and in different situations
3. The ability to inspire
4. The ability to act in a manner that will develop a climate conducive to responding to and arousing motivations.
5. Fundamental understanding of People
6. ability to inspire followers to apply their full capabilities to a project

Leadership Styles

1. **Autocratic Leader** –Commands and expects compliance, is dogmatic and positive, and leads by the ability to withhold or give rewards and punishment.
2. **Democratic or Participative** – consults with subordinates on proposed actions and decision and encourage participation from there
3. **Free-rein leader / laissez-faire Leadership** – uses his or her power very little, giving a high degree of Interdependence in their operations. Leaders depend largely on subordinates to set their own goals and the means of achieving them, and they see their role as one of aiding the operation of followers by furnishing them with

information and acting primarily as a contact with the groups external Environment.

4. **Paternalistic Leadership** – Serves as the head of the family and treats his followers like his family members. He assumes a paternal or fatherly role to help, guide and protect the followers.

Functions

1. Goal Determination
2. Motivating Followers
3. Direction
4. Coordination
5. Representation

Importance of Leadership

1. Aid to authority
2. Motive power to group efforts
3. Basis for co operation
4. Integration of Formal and Informal Organization.

Theories

1. **Trait Theory** – A Leader is a one who has got a enthusiastic look, courageous look – describes the external qualities of a person
2. **Behavioral Theory** – A person who intend to be leader, they do not have any qualities like Trait Theory
3. **Contingency Theory** –
 - a. **Fiedler Model**
 - b. **Likert Model**
 - c. **Managerial Grid Theory**

Fiedler Model - Leaders can be classified as two -

- a. Relationship Oriented
- b. Task Oriented

3 Situations been given to find the performance of two types of Leader-

- Leader member Relationships
- Task Structure
- Position Power

Employees under Relationship oriented Leader seems to achieve more performance than the other.

Likerts Model

System 1 – Exploitive Autocratic Leader (oriented towards task alone)

System 2 – Benevolent Autocratic Leader (task oriented but has the quality of opposing if things are good)

System 3 – Participative Leader (concerns the employees for a particular kind of work, though he concern decision will be taken only by him.

System 4 – Democratic Leader

3 Situations

1. Confidence / Trust in Employees
2. Subordinates feeling of freedom
3. Managers seeking involvement with Subordinates

Ratings of the Leaders by their employees at different situations

Managerial Grid Theory

Proposed by Blake and Mounon

2 Kinds of Leader

1. Leaders concerned for People
2. Leader concerned for production / Task

Leader styles

1. Task Manager Eg Defence , Concerned only on task
2. Team Builders – leaders high concern for production as well as people
3. Impoverished Style – Unfit for Leadership qualities, less concern for people as well as production
4. Country club Manager Eg – Trade union, high concern for people than production.

COMMUNICATION

Communication is derived from the Latin word Communis which implies common. Communication is the interchange of thoughts and information.

ELEMENTS

1. Sender
2. Message – The Subject matter of Communication
3. Encoding – act of translating he msg into words, pictures, symbols
4. Channel – Media used
5. Receiver –
6. Decoding – interprets the msg to draw meaning from it. He converts symbols, signs or pictures into meaning
7. Feedback –

Sound Communication provides the following advantage

1. Improves Mangerial Performance
2. Facilitates Leadership
3. Increases job Satisfaction
4. Reduces time and efforts

5. Enhances coordination
6. Help public relations

CHANNELS OF COMMUNICATION

1. **Formal Communication** – follows the route formally laid down in the organization structure
 - a. **Downward Communication** – flow of communication from superior to subordinate
 - b. **Upward Communication** - flow of communication from subordinate to superior
 - c. **Horizontal Communication** – transmission of information among the positions at the same level of the Organization.

2. **Informal Communication or Grapevine** – Communication among people through informal contacts or relations.

Distinguish between Downward and Upward Communication

Down ward	Upward
From higher to lower levels	From lower to higher levels
Flow is downward	Flow is upward
Directive in nature	Non-directive
Purpose is to get plans implemented	Purpose is to provide feedback on results
Travels fast	Travels slowly
Orders, instructions, lectures, manuals, handbooks, etc are the main examples	Reports, suggestions, grievances, protests, surveys are the main examples.

Distinction between Formal and Informal Communication

Formal Communication	Informal Communication
Official Channel	Unofficial Channel
Deliberately Planned and Systematic	Unplanned and Spontaneous
Part of Organization Structure	Cuts across formal relationships
Oriented towards goals and task of the enterprises	Directed towards goals and need satisfaction of individuals
Impersonal	Personal and social
Stable and rigid	Flexible and instable
Slow and Structured	Fast and Unstructured

Grapevine Merits and Demerits

Merits	Demerits
Useful for developing group cohesiveness	Based on rumors
Serves as an emotional safety value	Misleads People

Effective source of knowledge feelings and attitudes of Employees	May breed against particular executives
Supplements the channels of official communication	May lead to more talk and less work
Tells mgt when to be firm and when to yield	May distort official channels of communication

MEDIA OR METHODS OF COMMUNICATION

1. Oral Communication
2. Written Communication
3. Gestural Communication

ORAL COMMUNICATION

Oral Communication involves exchange of messages through spoken words. It may take place. i) by face- to face contacts ii) through mechanical devices like telephone.

Merits

Oral or Verbal communication offers the following advantages:

1. Economical
2. Personal touch
3. Speed
4. Flexibility
5. Quick response

Demerits

Oral Communication suffers from the following weaknesses-

1. Lack of record
2. Time Consuming
3. Lengthy message
4. Physical distance
5. Misunderstanding

WRITTEN COMMUNICATION

Written Communication is transmitted through written words in the form of letter, circular, memos, bulletins, instruction cards, manuals, handbooks, reports, returns,

Merits

1. Effectiveness
2. Lengthy messages
3. Economical
4. Repetition
5. Permanent record
6. Better response

Demerits

1. Time Consuming
2. Expensive
3. Inflexibility
4. Little secrecy
5. Lack of personal touch
6. Misunderstanding

COMMUNICATION NETWORKS

1. Circle Network
2. Chain Network
3. Wheel Network
4. All Channel Network

BARRIERS TO COMMUNICATION

a. Organisational Barriers

1. Ambiguous policies, rules and procedures
2. Status patterns
3. Long chain of Command
4. Inadequate Facilities

b. Mechanical Barriers

1. Overloading
2. Semantic barriers
3. Noise

c. Personal Barriers

1. Lack of attention or interest
2. Failure to Communicate
3. Hasty Conclusion
4. Distrust of communicator
5. Improper state of mind.

MAKING COMMUNICATION EFFECTIVE

1. Sound Organization Structure
2. Clear messages
3. Two-way Communication
4. Multiple Channels
5. Good Listening
6. Effective Control
7. Modern Instrument
8. Human Relations attitude

ESSENTIALS OF GOOD COMMUNICATION SYSTEM

1. Clarity of messages

2. Completeness of message
3. Consistency of message
4. proper timing
5. Credibility
6. Empathy
7. Follow-up
8. Economy