

# ORGANISATION

- An organisation is an institution consisting of two or more people, having a structure and an accepted process for fulfilling functions that will enable the achievement of its goals
- An organisation is the planned coordination of the activities of a number of people for the achievement of some common explicitly purpose or goal, through division of labor and function, and through a hierarchy of authority and responsibility

# Components of Organisation

- Mission and Objectives
- Input
- Process
- Output
- Outcome
- Feedback
- Boundary/Environment

# Mission

- The purpose or reason for the organisation's existence
- It tells what the company is providing to society
- To improve the quality of home life by designing, building, marketing, and servicing the best appliances in the world
- We shall build good ships here – at a profit if we can – at a loss if we must – but always good ships

# Objectives

- End results of planned activity
- They state what to be accomplished by when and should be quantified if possible
- To achieve 10% annual growth in earnings per share
- To achieve 20-25% return on equity
- To achieve 27% return on capital employed

# Process

- The inputs of the organisation transformed to obtain the desired output
- Includes functions of planning, organising, communicating, interacting, working, etc. which combine to form organisational strategies

# Output

- Goods and services produced by transforming the inputs in order to meet the objectives of the organisation

# Outcome

- The impact that the output has in fulfilling the objectives of the organisation

# Feedback

- The organisation has to obtain feedback to determine how its strategies have fared in achieving its objectives and goals for purpose of remedial or corrective actions, if necessary

# Boundary

- Each organisation has a boundary which differentiates it from others and determines the internal and external environments

# Environment

- The external environment is anything outside the boundary of the organisation – technology, political, social, demography or the economy- all of which influence the performance of the organisation
- The success of organisation is also influenced by its ability to manage the internal environment which reflects the organisational culture

# Characteristics of Organisational Effectiveness- Goal Achievem't

- Clearly defined goals
- Increase in output
- Higher productivity
- Better quality of product and service

# Satisfying the Customers

- Good corporate image
- Proven quality of output
- Reduced complaints

# Organisational Performance

- Effectiveness
- Efficiency
- Quality
- Productivity
- Profitability/ROI
- Quality of Work Life
- Adaptability/Work culture

# Effectiveness

- Attainment of organisational objectives  
(meeting of expected standards)

# Efficiency

- Doing the job on time and correctly in relation to goals and objectives
- Efficient utilisation of resources for the job
- Return from investment of time, energy and resources

# Quality

- Conformance to standards
- Output fit for use
- Meeting customer's requirement

# Productivity

- Relationship of output to input

# Quality of Work Life

- Creating a positive culture; responsiveness to worker's need, effective communication

# Adaptability

- Ability to ensure viability in a changing environment through innovativeness/creativity/managing change/maintaining its competitive edge

# Work Culture

- Values held by members of the organisation  
eg. – creativity and innovation, customer is the boss, employee focus, teamwork,  
nothing but the best in work performances

# LEADERSHIP

- The behavior of an individual when he is directing the activities of a group toward a shared goal
- Interpersonal influence, exercised in a situation, and directed, through the communication process, toward the attainment of a specified goal or goals

# LEADERSHIP

- The initiation and maintenance of structure in expectation and interaction
- The process of influencing the activities of an organized group toward goal achievement
- Is a process of giving purpose (meaningful direction) to collective effort, and causing willing effort to be expanded to achieve purpose
- Key to implementation of any change programme. Effective leadership and top management commitment and support critical for quality impr't

# THE MARK OF LEADERS

- Proactive – Ability to anticipate change
- Resourceful – Making change happen
- Interpersonally Skillful – Know most powerful resource is human resource
- Mentally Positive – Outperform others because continue to keep spirit up
- Expertise Driven – Subscribe to the concept of team building

# 21<sup>st</sup> Century Organization- Structure

- Nonbureaucratic, with fewer rules and employees
- Limited to fewer levels
- Organized with the expectation that management will lead, lower-level employees will manage
- Characterized by policies and procedures that produce the minimal internal interdependence needed to serve customers

# Systems

- Depend on many performance information systems, providing data on customer's especially
- Distribute performance data widely
- Offer management training and support systems to many people

# Culture

- Externally oriented
- Empowering
- Quick to make decisions
- Open and candid
- More risk tolerant

# Role of a Leader

- Leading by example
- Setting clear goals
- Communicating down the line
- Delegating/Being fair and consistent
- Recognising individual contribution
- Strengthening team work
- Acting decisively under pressure

# Leadership Styles

- Authoritative(Exploitative) – sets goals, tells what is expected/Not too keen to listen
- Authoritative(Benevolent) – Being firm, but does care for staff's views
- Democratic(Consultative) – Listens to staff before making decision/acting
- Democratic(Participative) – Takes active part in discussing problems and finding solutions

# THE LEADERSHIP CHARTER- DO

- Cultivate a high standard of personal ethics
- Have high working energy level always
- Have work priorities/have courage
- Be hardworking, committed and dedicated
- Be creative/be goal oriented/help others
- Always maintain enthusiasm in your work
- Be level headed, always keeping your cool

# DON'T

- Attempt to make use of the wrong person for the task/insult people when they don't do well
- Abandon your “work ship” in crisis
- Critise honest efforts that failed
- Question others' loyalty
- Threaten people with loss of job

# DON'T

- Play one person against the other
- Have favorites in the team
- Steal someone's credit
- Shirk responsibility

# MANAGERIAL FUNCTIONS - PLAN

- Set objectives/Identify priorities
- Develop strategies/Forecast
- Budget/Schedule
- Program
- Set policies
- Set procedures

# ORGANIZE

- Organization structure
- Job(Position descriptions)
- Position qualifications
- Salary structure and sales

# STAFF

- Select people
- Induct people
- Train people
- Develop people

# DIRECT

- Communicate
- Co-ordinate
- Delegate
- Motivate
- Reward
- Enforce discipline

# CONTROL

- Set up feedback system
- Set up realistic performance standard
- Measure performance
- Evaluate performance
- Rectify poor performance

# HUMAN RESOURCE MANAGEMENT(HRM)

- The effective and efficient utilisation of human resources to meet organisational objectives
- Involves all those activities necessary to ensure acquisition and maintenance of a productive work force in line with the organisational objectives
- Not only focuses on HR needs and costs but also on the long term issues of organisational continuity and productivity

# OBJECTIVE OF HRM

- To have an adequate number of competent employees with needed skills, abilities, knowhow and experience to further organizational goals

# AREAS UNDER HRM

- Organisational Management
- Leadership and Strategic Management
- Human Resource Planning
- Recruitment, Selection and Placement
- Human Resource Development
- Corporate Culture and Organization Devt
- Career Planning and Development

# Areas

- Performance Appraisal
- Motivation
- Counseling
- Negotiation
- Effective Communication
- Compensation and Benefits
- Safety & Health/Employee & Labor Relations
- Human Resource Research

# Personnel Management vs Human Resource Management

- Deals with micro issues/macro issues
- Compartmentalized/Global
- Ad hoc & short term/Planned & long term
- Reactive/Proactive
- Looks at people's needs from employees' point of view/organization's point of view
- Department seen as not important/important

# PM vs HRM

- Reports through another line manager/directly to CEO
- Has no role in decision making/has role in decision making process
- Maintains status quo/Agent of change
- Not aware of culture/Facilitator of positive organizational culture

# Roles of Human Resource Manager

- Planner – staffing matters
- Facilitator – training and development
- Coordinator – occupational safety & health
- Auditor – performance and compensation
- Mediator – employee & industrial relations

# COMPETENCIES

- Behaviours that are necessary to achieve a desired outcome
- Behaviour, skills, knowledge, understanding and personal qualities for competent work performance
- Ability to perform activities within an occupation or function and to maintain the standards expected

# Underlying Characteristics

- Motives – things a person consistently thinks about or wants that cause action
- Traits – Physical characteristics and consistent responses to situations of information
- Self-Concept – A person's attitudes, values, or self-image
- Knowledge – Information a person has in specific content areas
- Skill – Ability to perform a certain physical or mental task

# Core Competencies

- Accountable/Customer Focus
- Discipline/Integrity
- Loyalty/Social
- Sensitivity/Tolerance
- Transparency

# Core Managerial Competencies

- Communication/Teamwork/Motivation
- Drive and Resilience/Creativity/Leadership
- Implementation/Decision Making/Technical
- Strategic Orientation
- Commercial Awareness
- Organizational know how/Broad Scanning
- Information Seeking/Relationship Building and Networking/Negotiation/Deal Making,Emotional Stability/Cultural Sensitivity

# Professional Competencies

- Group and Interpersonal Effectiveness – conceptual thinking, decision making, influence, leadership, change management, problem solving, strategic planning
- Leadership Effectiveness – coaching, diversity management, facilitation, negotiation, teamwork
- Personal Effectiveness – achievement orientation, adaptation, analytical thinking, ownership, resilience, self management, technology capability, oral and written communication

# Functional Competencies

- Job related knowledge and skills associated with an individual's capability to complete his/her tasks and work