1b Reading

This text summarizes some of Peter Drucker's views on management. As you read about his description of the work of a manager, decide whether the five different functions he mentions require the four qualities you selected in your discussion, or others you did not choose.

WHAT IS MANAGEMENT?

Peter Drucker, the well-known American business professor and consultant, suggests that the work of a manager can be divided into planning (setting objectives), organizing, integrating (motivating and communicating), measuring, and developing people.

▲ Peter Drucker

- First of all, managers (especially senior managers such as company chairmen – and women – and directors) set objectives, and decide how their organization can achieve them. This involves developing strategies, plans and precise tactics, and allocating resources of people and money.
- Secondly, managers organize. They analyse and classify the activities of the organization and the relations among them. They divide the work into manageable activities and then into individual jobs. They select people to manage these units and perform the jobs.
- Thirdly, managers practise the social skills of motivation and communication. They also have to communicate objectives to the people responsible for attaining them. They have to make the people who are responsible for performing individual jobs form teams. They make decisions about pay and promotion. As well as organizing and supervising the work of their subordinates, they have to work with people in other areas and functions.
- Fourthly, managers have to measure the performance of their staff, to see whether the objectives set for the organization as a whole and for each individual member of it are being achieved.
- Lastly, managers develop people – both their subordinates and themselves.

Obviously, objectives occasionally have to be modified or changed. It is generally the job of a company's top managers to consider the needs of the future, and to take responsibility for innovation, without which any organization can only expect a limited life. Top managers also have to manage a business's relations with customers, suppliers, distributors, bankers, investors, neighbouring communities, public authorities, and so on, as well as deal with any major crises which arise. Top managers are appointed and supervised and advised (and dismissed) by a company's board of directors.

Although the tasks of a manager can be analysed and classified in this fashion, management is not entirely scientific. It is a human skill. Business professors obviously believe that intuition and 'instinct' are not enough; there are management skills that have to be learnt. Drucker, for example, wrote over 20 years ago that 'Altogether this entire book is based on the proposition that the days of the "intuitive" manager are numbered,'* meaning that they were coming to an end. But some people are clearly good at management, and others are not. Some people will be unable to put management techniques into practice. Others will have lots of technique, but few good ideas. Outstanding managers are rather rare.

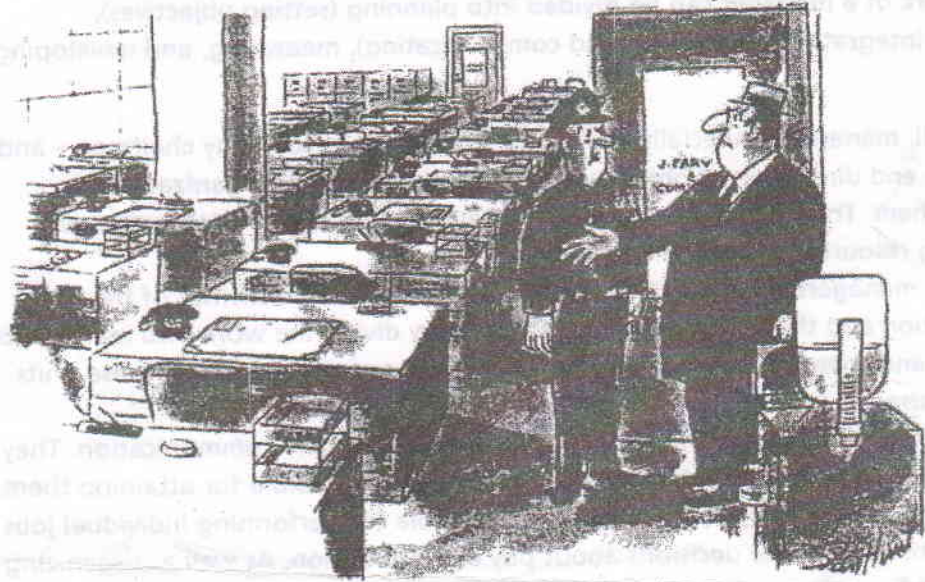* Peter Drucker: *An Introductory View of Management*

UNIT 2

Management

1 Management – an art or a science?

"Nobody came to work today, Mr. Farvis, because today is a national holiday. Today is Christmas."

1a Discussion

1 What is management? Is it an art or a science? An instinct or a set of skills and techniques that can be taught?

2 What do you think makes a good manager? Which *four* of the following qualities do you think are the most important?
   A being decisive: able to make quick decisions
   B being efficient: doing things quickly, not leaving tasks unfinished, having a tidy desk, and so on
   C being friendly and sociable
   D being able to communicate with people
   E being logical, rational and analytical
   F being able to motivate and inspire and lead people
   G being authoritative: able to give orders
   H being competent: knowing one's job perfectly, as well as the work of one's subordinates
   I being persuasive: able to convince people to do things
   J having good ideas
   Are there any qualities that you think should be added to this list?

3 Which of these qualities can be acquired? Which must you be born with?

Human Resource Management Vocabulary

Exercise1:

Pay rise ٦	money owed to you by your employer for work done in the past which has not yet been paid.	الأجور المتأخرة: ٢
Performance related Pay 2	-a reduction in the amount of pay you are given	القطاع الأجر: و
Pay scale ٤	-an increase in pay for an employee	زيادة الراتب: ١
Equal pay ٥	-the amount per hour (or some other period) that you pay.	معدل الأجور ٩
Pay cut ٥	-is the amount earned after deductions (usually for social security and pensions and perhaps for tax.)	صافي الاجور: ٧
Pay rate ٤	-when men and women got the same pay for doing the same job.	المساواة في الأجور: ٨
Net pay ٩	where the amount you are paid depends on the quality/quantity of your work.	الأجر المرتبط بالأداء: ٢
Back pay ٨	- a range of different pay rates which people will receive depending on various factors (eg their grade in the company, their qualifications, their years in the company.)	سلم الأجور: ٣

Exercises 2:

Back pay - Net pay - Pay rate - Pay cut - Equal pay - Pay scale – Performance - related pay - Pay rise

1. I'm still owed 3 months…………... for the overtime I did last month.

2. We are asking you all to accept a pay cut.. of 10% to keep the company going.

3. We are looking for a ……..pay rise….an line with inflation.

4. The industry cannot attract good quality washers because of the low……pay rate……….

5. The gross pay is $12 an hour, but .Net pay….is only $9.50 an hour.

6. The women workers are asking for ..equal pay………….. with the men.

7. Since we introduced ….performance…….conduction has doubled.

8. We have six grades on our..pay scale……….. You will start on the bottom one.

3 Recruitment and selection Selection

A Recruitment

The process of finding people for particular jobs is **recruitment** or, especially in American English, **hiring**. Someone who has been recruited is a recruit or, in American English, a hire. The company employs or hires then, they join the company. A company may recruit employees directly or use outside recruiters, recruitment agencies or employment agencies. Outside specialists called headhunters may be called on to headhunt people for very important jobs, persuading them to leave the organizations they already work for. This process is called headhunting

Applying for a job

Fred is a van driver, but he was fed up with long trips. He looked in the situations vacant pages of his local newspaper, where a local supermarket was advertising for van drivers for a new delivery service. He applied for the job by completing an application form and sending it in.

Harry is a building engineer. He saw a job in the appointments pages of one of the national papers. He made an application, sending in his CV (curriculum vitae the story of his working life) and a covering letter explaining why he wanted the job and why he was the right person for it.

Note: Situation, post and position are formal words often used in job advertisements and applications.

Br: CV: AmE: résumé or resume
Bri: covering letter; Am: cover letter

Selection procedures

Dagmar Schmidt is the head of recruitment at a German telecommunications company. She talks about the selection process, the methods that the company uses to recruit peoples
"We advertise in national newspapers. We look at the backgrounds of applicants: their experience of different jobs and this deational qualifications. We don't ask for handwritten letters of application as people usually apply by email; handwriting analysis belongs to the19th century.
We invite the most interesting candidates to a group discussion. Then we have individual interviews with cach candidate. We also ask the candidates to do written psychometric tests to assess their intelligence and personality.

After this, we shortlist three or four candidates. We check their references by writing to their referees previous employers or teachers that candidates have named in their applications. If the references are OK, we ask the candidates to come back for more interviews. Finally, we offer the job to someone, and if they turn it down we have to think again. If they accept it, we hire them. We only appoint someone if we find the right person."

1. M .H.R.M
3σ.

3.1 Complete the crossword. Use appropriate forms of words from A, B and C opposite
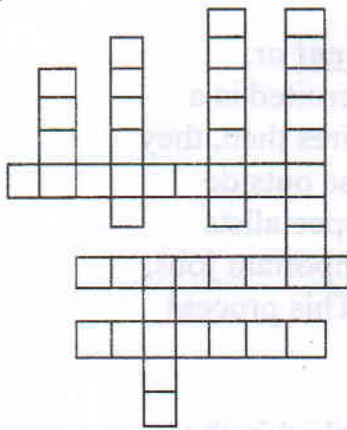
Across

5 I phoned to check on my application, but they said they'd already....... someone. (9)

6 This job is so important, I very think we need to.......

8 The selection process has lasted three months, but we're going to........ someone next week. (7)

Down

1 and 2 I hope she .... because if she...... the job, we'll have to start looking again. (7,5,A)

3 That last applicant was strong, but I understand he's had two other .... already. (6)

4 They've finally faith..... new receptionist. (5)

7 Computer programmers wanted. Only those with

3.2 Now divide the words in 3.1 into two groups:
1 what a company personnel department does.
2 what a person looking for work does.

3.3 Replace the underlined phrases with correct forms of words and expressions from A, B and C opposite.

Fred had already (1) refused two job offers when he went for (2) a discussion to . see if he was suitable for the job. They looked at his driving licence and contacted (3) previous employers Fred had mentioned in his application. A few days later, the supermarket (4) asked him if he would like the job and Fred (5) paid yes .

Harry didn't hear anything for six weeks, so he phoned the company. They told him that they had received a lot of (6) requests for the job. After looking at the (7) life stories of the (8) people asking for the job and looking at (9) what exams they had passed during their education, the company (10) had chosen six people to interview, done tests on their personality and intelligence and they had then given someone the job.

Over to you

If you work.....

How did you get your job? Was it advertised? Were you interviewed for it? Was the selection process way fong?

If you don't work....

Have you applied for any jobs? We you interviewed? How did it got What's the usual process for getting your first job in your country?

THE DEVELOPMENT OF HUMAN RESOURCE MANAGEMENT FROM A HISTORICAL PERSPECTIVE AND ITS IMPLICATIONS FOR THE HUMAN RESOURCE MANAGER

INTRODUCTION

The term "human resource management has been commonly used for about the last ten to fifteen years. Prior to that, the field was generally known as "personnel administration." The name change is not merely cosmetics.

Personnel administration, which emerged as a clearly defined field by the 1920s (at least in the US), was largely concerned the technical aspects of hiring, evaluating, training. and compensating employees and was very much of staff function in most organizations. The field did not normally focus on the relationship of disparate employment practices on overall organizational performance or on the systematic relationships among such practices. The field also lacked a unifying paradigm.

HRM developed in response to the substantial increase in competitive pressures American business organizations began experiencing by the late 1970s as a result of such factors as globalization, deregulation, and rapid technological change. These pressures gave rise to an enhanced concern on the part of firms to engage in strategic planning-a process of anticipating future changes in the environment conditions (the nature as well as level of the market) and aligning the various components of the organization in such a way as to promote organizational effectiveness.

Human resource management (HRM), also called personnel management, consists of the activities undertaken by an enterprise to ensure the effective utilization of employees toward the attainment of individual, group, and organizational goals. An organization's HRM function focuses on the people side of management. It consists of

practices that help the organization to deal effectively with its people during the various phases of the employment cycle, including pre-hire, staffing, and post-hire. The pro-hire. phase involves planning practices. The organization must decide what types of job openings will exist in the upcoming period and determine the necessary qualification for performing these jobs. During the hire phase, the organization selects its employees. Selection practices include recruiting applicants, assessing their qualifications, and ultimately selecting those who are deemed to be the most qualified.

In the post-hire phase, the organization develops HRM practices for effectively managing people once they have "come through the door." These practices are designed to maximize the performance and satisfaction levels of employees by providing them with the necessary knowledge and skille to perform theis jobs and by creating conditions that will energize, direct, and facilitate employees' efforts toward meeting the organization's objectives.

3.H.R.M

done

The Most Common Human Resources Issues

Human resources (HR) issues commonly experienced by employers include establishing productivity, recruiting employees, arranging and carrying out training, and preventing discrimination. Workers in personnel management also face challenges such as resolving conflicts and keeping workers safe. Establishing and distributing benefits, encouraging and maintaining diversity, and handling outsourcing are major concerns as well. How each business deals with its specific human resources issues depends on the HR manager or director as well as company policy. No matter what approach a business takes, addressing these issues usually is an ongoing process.

Productivity

A primary goal of a human resource department is to manage and organize employees so that they can be as productive as possible, as this generally leads to more revenue. HR personnel, therefore, think very critically about the number of people per shift, team assignments, motivational offers like bonuses, and keeping morale high. These factors can have strong correlations, so the difficulty is how to make changes in one area without overly affecting another. It can be challenging to make modifications and "correct" arrangements that don't strain the company's budget.

Recruitment

Personnel management workers have always been responsible for at least some aspects of employee recruitment. They have to find methods, such as attending job fairs and sending out promotional mailings, to generate interest in particular positions and the company as a whole. Many companies face an even bigger problem in this area, however, because globalization means that companies are competing with each other around the entire world rather than just one small area or country. Modern employees also are looking for jobs that provide more of a balance between employment and family. Companies sometimes need to offer more in terms of benefit packages or incentives, as well, because people increasingly look for jobs that reduce their risks in unstable economic situations.

Training

Training is needed in virtually every business and industry because every company has its own policies and procedures employees must follow. It is HR's responsibility to figure out how to conduct the training so that operations are not interrupted or strained. The department also determines how training sessions and seminars factor into the company calendar and budget. Coordinating with third parties involved in the training is also necessary, in some instances.

Discrimination

Companies often value diversity because it provides different modes of thought and experiences that can generate new ideas and better productivity. It also fosters a sense of equality that is well-suited to teamwork. Businesses look to their HR departments to build diversity into the workplace, as those in personnel management generally are responsible for company recruitment, hiring, promotion, and termination. Many places have laws that make various forms of discrimination in the workplace illegal, so human resources workers have to recruit and train in a way that follows both legal and business standards. Since more employees are aware of their rights, a modern HR department may also need to handle a potential increase in complaints about discrimination.

Conflict Resolution

Even though members of personnel management departments work hard to find employees who are a good fit for the company's culture, the wide range of personalities, experiences, and skill sets found in the workforce mean that some conflicts are bound to happen. Investigating complaints of verbal or physical harassment is common, but other conflicts, such as those involving broken promises from managers, stolen property, and other problems, also occur. This is one of the biggest

human resources issues for companies because it is almost always cheaper to retain an employee than to find and train a new one. If HR doesn't resolve conflicts when they are present, resignations or firings can result, which ultimately costs the company money.

Safety
Workers often use equipment that, if not properly used, can result in accidents or health problems. Even something like a desk that is not ergonomically positioned can be a potential injury source. The HR department has to take this into account when it organizes workers. It also investigates allegations of unsafe equipment or managerial direction.

Benefits
Virtually all companies offer some benefits to employees, either to appear competitive or to comply with local, regional, or national regulations. HR directors work with the heads of companies to create benefit policies and packages. Common employee benefits include health insurance, life insurance, a dental plan, and employee product discounts. When employees are terminated, their benefits usually are too, so HR must keep records of the exact hiring and termination dates of each employee.

Outsourcing
Outsourcing refers to companies giving work to independent contractors outside the company rather than to in-house employees. Independent contractors are freelance workers who pay their own taxes and insurance. Outsourcing is one of the most common human resources issues, as many businesses are hiring freelancers rather than creating more overhead costs by taking on additional in-house employees. Overhead costs include equipment and workspace as well as benefits such as medical insurance.

Match each term with its definition and translate it into Arabic:

Goal Setting

Good faith bargaining

Grievance

Group dynamics

Gross misconduct

HR Audit

Hawthorne Effect

An act committed by any personnel likely to lead to Summary Dismissal.

A complaint brought by one party to an employment contract against another party.

A term produced as a result of an experiment conducted by Elton Mayo whereby he concluded that expressing concern for employees and treating them in a manner which fulfills their basic human needs and wants will ultimately result in better performance.

A method by which human resources effectiveness can be assessed. Can be carried out internally or HR audit systems are available.

The process of setting and assigning a set of specific and attainable goals to be met by an individual, group or organisation.

A duty under Section 4 of the Employment Relations Act 2000 to conduct negotiations where two parties meet and confer at reasonable times with open minds and the intention of reaching an agreement.

The social manner in which people interact with each other within a group.

Job sharing

Job sharing is a type of work arrangement in which more than one person works in apposition meant for an employee .havinga job partner to share work and alternate schedules withis not something that can be decided and arranged by workers themselves, but rather must be approved by the employer.like other types of flexible work arrangements, such as telecommuting and shorter summer hours, job sharing is a non-traditional work choice that continues to grow in popularity. In many cases, two employees in a shared job alternate the work week,such as each person working two days and then alternating the fifth day,but there are many different scheduling possibilities for shared work arrangements.

Some shared jobs involve the workers alternating entire weeks or even months.the type of work schedule used in job sharing depends on the needs of the employer as well as the employees. It is important to realize that having a job partener affects many employees and not only the ones directly involved in job sharing.unless the job partner work in a cohesive way,it can be difficult for other employees to coordinate their efforts as part of a company team.to help avoid communication problems,individuals sharing the same job may find tools such as a logbook system helpful.

Partners in a job sharing position can write important details either by hand in a notebook or in a computer file to create the log.this way, the other worker can be kept aware of what happened at work when he or she was not on the job.both communication and organization in a shared job is essential and job partners must be committedto making the arrangement workable for every one in the company.Many job sharers communicate daily at shift changes and have each others contact information for regular as well as emergency communication.they must usually cover each other in emergencies as well as for vacations and other agreed upon hours.

As long as the two or more employees sharing a job are strong, knowledgeable workers committed to making the job sharing arrangement work, the employer usually benefits.hiring temporary workers without a relationship with the company can usually be avoided in shared job arrangements.employees in flexible work arrangements tend to appreciate being able to work on a schedule that fits their lives and are often top performers who exhibit loyalty to the company. Workers interested in job sharing may be older workers wanting to work part-time before retirement or they may be parents who need to balance employment with family life.

done

3 _ B _ M.