

## ***1.2: Management and Operative Functions:***

### 1. Management functions

- i) Planning
- ii) Organizing
- iii) Directing
- iv) Controlling

### 2. Operative functions

- a) Procurement
- b) Development
- c) Integration
- d) Maintenance
- e) Separation

Human resource management therefore can be defined as the planning, organizing, directing and controlling of the procurement, development, compensation, maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished. A brief elaboration of the component parts of this definition follows.

**Planning:** Effective managers realize that a substantial portion of their time should be devoted to planning. For the human resource manager, planning means the determination in advance of a human resource program that will contribute to goals establishment will involve the active and enlightened participation of the human resource manager, with his or her expertise in the area of human resources.

**Organizing:** After a course of action has been determined, an organization must be established to carry it out. An organization is a means to an end. Once it has been determined that certain human resource functions contribute toward the firm's objectives, the human resource manager must form an organization by designing the structure of relationships among jobs, human resource and physical and physical factors. One must be aware of the complex relationship that exists between the specialized unit and the rest of the organization. Because of increasing expertise in this function, much top management are looking to the human resource manager for advice in the general organization of the enterprise.

activities. Then, after accumulating as much information as possible, you interview the worker. Ask the person to clarify points not understood and to explain what other activities he or she performs that you didn't observe. You can also observe and interview simultaneously asking questions while the worker performs his or her job.

#### **4. Participant Diary/Logs**

Another approach is to ask workers to keep a diary/log of what they do during the day, for every activity he or she engages in, the employee records the activity (along with the time) in a log. (Daily listings made by workers of every activity in which they engage along with the time each activity takes). This can produce a very complete picture of the job. Especially when supplemented with subsequent interviews with the worker and the supervisor. The employee, of course, might try to exaggerate some activities and underplay others. However, the detailed, chronological nature of the log tends to mediate against this.

Some firms take a high-tech approach to diary/logs. They give employees pocket dictating machines and pagers. Then at random times during the day, they page the workers, who dictate what they are doing at that time. This approach can avoid one pitfall of the traditional diary/log method relying on workers to remember what they did hours earlier when they complete their logs at the end of the day.

#### **5. Position Analysis Questionnaire (PAQ)**

Qualitative approaches like interviews and questionnaires are not always suitable. For example, if your aim is to compare jobs for pay purposes, you may want to be able to assign quantitative values to each job. This calls for the use of Quantitative Job Analysis Techniques and the position analysis questionnaire is an example of such.

The position analysis questionnaire is a very structured questionnaire used to collect quantifiable data concerning the duties and responsibilities of various jobs. It contains 194 items, each of which (such as "written materials") represents a basic element that may or may not play an important role in the job. The analyst decides if each item plays a role and if so, what extent.

The advantage of the PAQ is that it provides a quantitative score or profile of any job in terms of how that job rates on five basic activities:

- a) Having decision-making/communication/social responsibilities.

**3. Relationship;** There is occasionally a relationships statement, which shows the jobholders relationships with others inside and outside the organization. For a human resource manger, such a statement might like this:

*Reports to:* Vice president of employee relationships.

*Supervises:* Human resource clerk, test administrator, labor relations director and one secretary.

*Works with:* All department mangers and executive management

*Outside the company:* Employment agencies, executive recruiting firms, union representatives, state and various vendors.

**4. Responsibilities and Duties;** This section presents a list of the job's major responsibilities and duties. You list each of the job's major duties separately and describe it I a few sentences. This section should also define the lists of the jobholder's authority, including his or her decision-making authority direct supervision of other personnel and budgetary limitations.

**5. Standards of Performance and Working Conditions;** Some job descriptions contain a standard of performance section. This lists the standards the employee is expected to achieve under each of job description's main duties and responsibilities. Setting standards is never an easy matter. However, most managers soon learn that just telling subordinates to "do their best" doesn't provide enough guidance. One straightforward way of seeing standards is to finish the statement; "I will be completely satisfied with your work when..." This sentence if completed for each duty listed in the job description result in a usable set of performance standards.

**6. Job Specifications;** The job specification takes the job description and answers the question; human traits and experience are required to do this job well?" It shows what kind of persons to recruit and for what qualities that persons should be tested. The job specification may be a section of the job description or a separate document entirely.