

Training Manual

Human Resource Management



Organized by
Manpower and Training Unit
Funded by APCU-BARC, PARTNER PROGRAM



Bangladesh Agricultural Research Council
Farmgate, Dhaka-1215, Bangladesh
www.barc.gov.bd

Training Manual Human Resource Management

8-10 April 2025

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Director
Manpower & Training Unit
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**Course Coordinator : Md. Al Mobasher Hussen
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**Manpower and Training Unit
Bangladesh Agricultural Research Council
Farmgate, Dhaka-1215**

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CONTENTS

Sl. No.	Topic	Page
1.	Human Resource Management for Organizational Growth and Development	1-5
2.	Basic Principles of HRM & HRD in organizations and best practices in NARS	6-21
3.	Conflict and Dispute Settlement	22-40
4.	Training as a Tool for Professional Skill Development	
5.	HRM and HRD Practices in an Organization	
6.	Motivation Techniques and Human Relations at Work	41-82
7.	Effective Communication: The Most Important Key to Success	
8.	Horizontal and Vertical Coordination for Organizational Growth	
9.	Time Management for Organizational Effectiveness	83-100
10.	Stress Management for Organizational Effectiveness	
11.	Team Building and its importance in Human Resource Management	101-110
12.	Leadership for Organizational Growth and Management	111-123
13.	Emotional Intelligence: Developing Soft Skills for Better Workplace Management	
14.	Planning and Decision Making for Organizational Management	124-140
15.	Overview of Personnel Management	141-145

Training Program
Human Resources Management (HRM)

Course Director: Mr. Md. Mustafizur Rahman, Director (M&T), BARC

Course Coordinator: Mr. Md. Al Mobasher Hussien, Principal Training Officer, BARC

Day-1: (Date: 08 April 2025)

Time (hrs)	Topic	Resource Person
9:00 -9:30	Registration	Manpower & Training Unit, BARC
9:30 -10:00	Inaugural Session	
10:00 -10:45	Human Resources Management for Organizational Growth and Development	Mr. Md. Mustafizur Rahman Director (M&T), BARC
10:45 -11:00	Tea Break	
11:00 -12:00	Basic Principles of HRM & HRD in organizations and best practices in NARS	Mr. Md. Mustafizur Rahman Director (M&T), BARC
12:00 -13:00	HRM and HRD Practices in an organization	Mr. Jamal Uddin Jamy CEO and Lead Trainer Career coach Training Solutions
13:00 -14:00	Prayer and Lunch Break	
14:00 -15:00	Training as a Tool for Professional Skill Development	Mr. Jamal Uddin Jamy CEO and Lead Trainer Careercoach Training Solutions
15:00 -16:00	Conflict & dispute settlement	Mr. Jamal Uddin Jamy CEO and Lead Trainer Careercoach Training Solutions
16:00- 16:15	Day-1 Closing Remarks	

Day-2: (Date: 09 April 2025)

Time (hrs)	Topic	Resource Person
9:30-10:00	Registration	Manpower & Training Unit, BARC
10:00-11:00	Motivation Techniques and Human Relations at Work	Prof. Dr. Md. Safiul Islam Afrad Gazipur Agricultural University
11:00-11:15	Tea Break	
11:15 -12:15	Effective Communication: The most Important Key to Success	Prof. Dr. Md. Safiul Islam Afrad Gazipur Agricultural University
12:15 -13:15	Horizontal and Vertical Coordination for Organizational Growth	Prof. Dr. Md. Safiul Islam Afrad Gazipur Agricultural University
13:15-14:00	Prayer and Lunch Break	

14:00 -15:00	Time Management for Organizational Effectiveness	Ms. Humaira Sharmeen Lead Consultant & Trainer Campus to Corporate
15:00 -16:00	Stress Management for Organizational Effectiveness	Ms. Humaira Sharmeen Lead Consultant & Trainer Campus to Corporate
16:00 -16:10	Day-2 Closing Remarks	

Day-3: (Date: 10 April 2025)

Time (hrs)	Topic	Resource Person
9:30-10:00	Registration	Manpower & Training Unit, BARC
10:00-11:00	Team Building and its importance in Human Resource Management	Mr. Md. Al Mobasher Hussen Principal Training Officer, BARC
11:00-11:15	Tea Break	
11:15 -12:15	Leadership for Organizational Growth and Management	Mr. Md. Ferdousur Rahman Associate Professor European University of Bangladesh
12:15 -13:15	Emotional Intelligence: Developing Soft Skills for Better Workplace Management	Mr. Md. Ferdousur Rahman Associate Professor European University of Bangladesh
13:15-14:00	Prayer and Lunch Break	
14:00 -15:00	Planning and Decision Making for Organizational Management	Dr. Mohammad Rafiqul Islam Member Director (P&E), BARC
15:00 -16:00	Overview of Personnel Management	Dr. Md. Saifullah Member Director (A&F), BARC
16:00 -16:30	Certificate Awarding and Closing	

Human Resource Management for Organizational Growth and Development

Md. Mustafizur Rahman
Director (M&T), BARC



Human Resource Management

['hju:mən ri'sɔ:s 'mæniɔ:dʒmənt]

Human resource management is the strategic oversight of an organization's workforce, encompassing recruitment, training, development, and employee well-being.

www.hirequotient.com

Human Resource Development (HRD) is "the process of increasing the knowledge, the skills, and the capacities of all the people in an organization or a society.

In economic terms, it could be described as the accumulation of human capital and its effective investment in the development of an economy.

Human Resource Management or HRM is defined as a branch of management that deals with the management of employees in a manner that they can provide the best results to an enterprise.

Various management principles are applied via HRM to make employees work efficiently and effectively in any organization.

Overall, HRM can be termed as the art of putting the right human resource to the right job to enable the maximum possible usage of an organization's human resources.

Human Resource Development is defined as the development of employees working in any organization.

As a subset of HRM, it aims at improving the skills, competencies, knowledge, behavior, and attitude of people working in a specific organization.

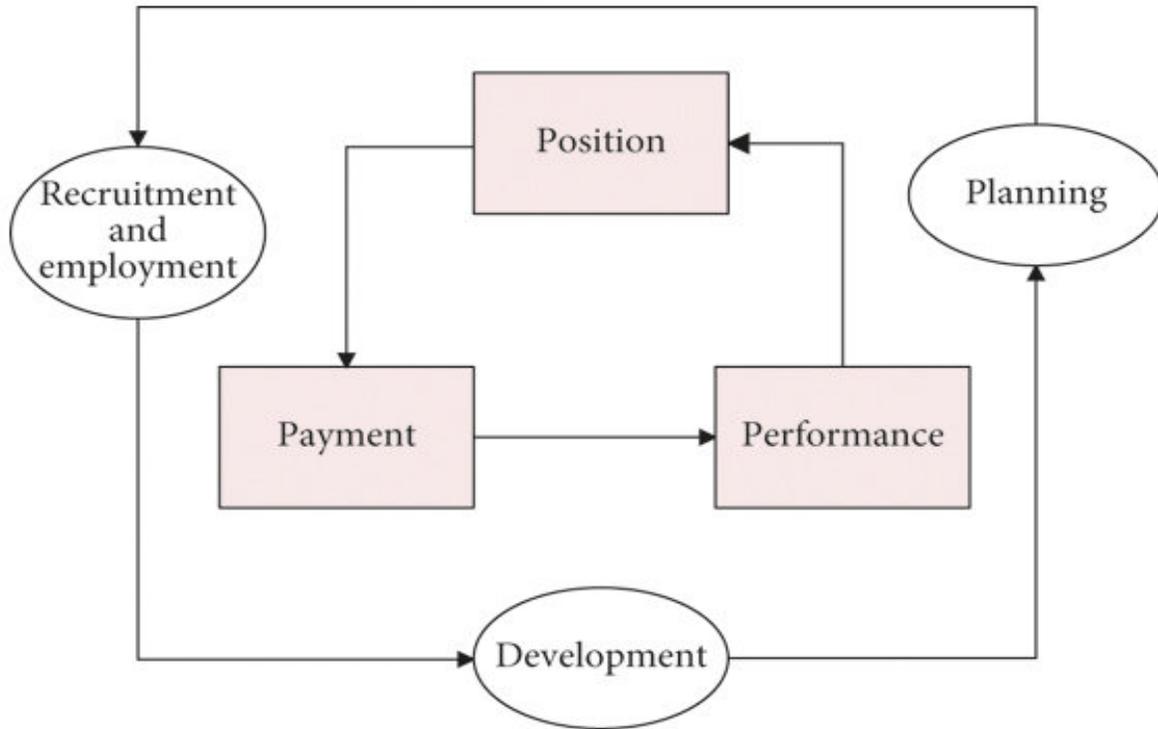
The main goal of HRD activities relates to empowering and strengthening the capabilities of employees for making their performance metrics better.

One of **the main differences between HRD and HRM** is that the former applies management principles on a routine basis for the proper management of organizational employees.

The latter refers to a continuous development function that is performed continuously with the intent of improving the performance of those working in an organization.



HRM based on 3Ps



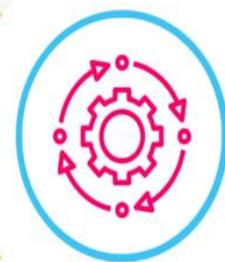
What are the 3 P's in HR?



Purpose



People



Process

Importance of Human Resource Management



Organizational development allows organizations to carry out their process of analysis and changes within the organization to improve effectiveness, skills, performance, and knowledge, both individually and collectively, to face the challenges, projects, and problems that arise and solve them in a positive way.

One of the goals of all organizations is to achieve efficiency and improve their productivity. So, it is important to analyze the factors that influence work processes, such as culture, resources, team performance, etc.

What is the role of HRM in organizational growth?

Maximize employee potential, help them amplify their contributions, and leverage their accomplishments to further organizational success. Assess the existing processes involving people within an organization, then conduct interventions to try and create positive and productive improvement.

Blurring the line of HR & organizational development?

HR and OD work together to ensure that the personnel of an organization meet the company's objectives. The HR department is responsible for hiring the right people, training them, and helping them to improve their performance, while OD helps to create a corporate culture.

HRM for organizational development

The HRM activity has an essential role to play in the organizational development process. It can develop strategies, services, and processes to understand knowledge work and talent management better.

HR's ability to align organizational goals enables them to monitor how well its OD programs are working closely.



In conclusion

Human and Organizational Development are closely interrelated. HR professionals should make themselves aware of OD techniques and approaches to support any changes that need to be implemented within organizations (if they haven't already).

Organizations should consider whether they want their HR function to focus on implementing OD strategies or if it needs to work hand in hand with OD specialists.

Basic Principles of HRM & HRD in organizations and Best Practices in NARS

Md. Mustafizur Rahman
Director (M&T), BARC

Outlines:

- 1. Legal/ policy compulsion**
- 2. HRM & HRD Definition**
- 3. HRM Functions**
- 4. HRM Basic Principles**
- 5. HRM Vs HRD**
- 6. HRD: Best Practices in NARS**
 - a) Objectives, Need Assessment,**
 - b) Basic HRD Process**
 - c) HRD Types, HRD Plans, HR Information**
 - d) NATP HRD Achievements**
 - e) PARTNER HRD Plan**
 - f) Potential training areas/field**

Article 7 : Supremacy of the Constitution

7. (1) All powers in the Republic belong to the people, and their exercise on behalf shall be effected only under, and by the authority of, this Constitution.



(2) This Constitution is, as the solemn expression of the will of the people, the supreme law of the Republic, and if any other law is inconsistent with this Constitution that other law shall, to the extent of the inconsistency, be void.

Article 21:

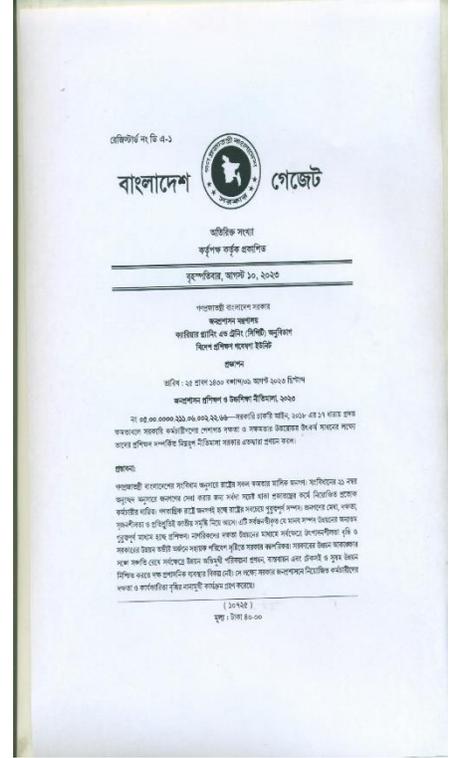
Duties of citizens and of public Servants

21. (1) It is the duty of every citizen to observe the Constitution and the laws, to maintain discipline, to perform public duties and to protect public property.

(2) Every person in the service of the Republic has a duty to strive at all times to serve the people.

প্রস্তাবনা

- গণপ্রজাতন্ত্রী বাংলাদেশের সংবিধান অনুসারে রাষ্ট্রের সকল ক্ষমতার মালিক জনগণ।
- সংবিধানের ২১ নম্বর অনুচ্ছেদ অনুসারে জনগণের সেবা করার জন্য সর্বদা সচেষ্ট থাকা প্রজাতন্ত্রে কর্মে নিয়োজিত প্রত্যেক কর্মচারীর দায়িত্ব।
- এটি সর্বজনস্বীকৃত যে মানব সম্পদ উন্নয়নের অন্যতম গুরুত্বপূর্ণ মাধ্যম হচ্ছে প্রশিক্ষণ।



- নাগরিকদের দক্ষতা উন্নয়নের মাধ্যমে সর্বক্ষেত্রে উৎপাদনশীলতা বৃদ্ধি ও সরকারের উন্নয়ন অর্জনে সহায়ক পরিবেশ সৃষ্টিতে সরকার বদ্ধপরিকর।
- সরকারের উন্নয়ন আকাঙ্ক্ষার সঙ্গে সঙ্গতি রেখে সর্বক্ষেত্রে উন্নয়ন অভিমুখী পরিকল্পনা প্রণয়ন, বাস্তবায়ন এবং টেকসই ও সুসম উন্নয়ন নিশ্চিত করতে দক্ষ প্রশাসনিক ব্যবস্থার বিকল্প নেই।

Human Resource Management (HRM)

- HRM is the process of recruiting and mobilizing human resources in such a way that they contribute to achieving the goals of the organization.
- HRM deals with the human dimension in management, which considers the recruitment and selection, development, motivation and maintenance of human resources in an organization.
- It is one of the major functions of management which is related to the management of human energies and competencies.
- It helps to ensure the right man, for the right position and at the right time in a changing environment.
- Organizational performance depends on the efficiency of human resources working in the organization.



Why Human Factor is More Important?

- Human resources are unique in character
- HR alone can produce an output greater than its input

- HR is the only resource which are animate
- HR is most complex and unpredictable in its behavior
- This is the only resource which appreciates in its value with the passage of time.

Functions of HRM

Managerial Functions	Operative Functions
Planning	Procurement
Organizing	Development
Directing	Compensation
Controlling.	Integration
	Maintenance

HRM Basic Principles

- **Recruitment and Selection:** Hiring the right talent to fill open positions within the organization.
- **Training and Development:** Equipping employees with the necessary skills and knowledge to perform their jobs effectively

- **Performance Management:** Setting clear performance expectations, providing regular feedback, and conducting performance evaluations to assess employee progress and identify areas for improvement.
- **Compensation and Benefits:** Designing and implementing a fair and competitive compensation and benefits package that attracts and retains talent.
- **Employee Relations:** Fostering positive and productive work environment where employees feel valued, respected, and engaged.
- **Succession Planning:** Identifying and developing potential future leaders within the organization to ensure a smooth transition when key positions become vacant.

HRD Basic Principles

Basic principles of HRD revolve around maximizing employee and organizational capabilities by focusing on

- Employee development,
- Performance management,
- Learning and development,
- Succession planning, and
- Fostering a positive work environment

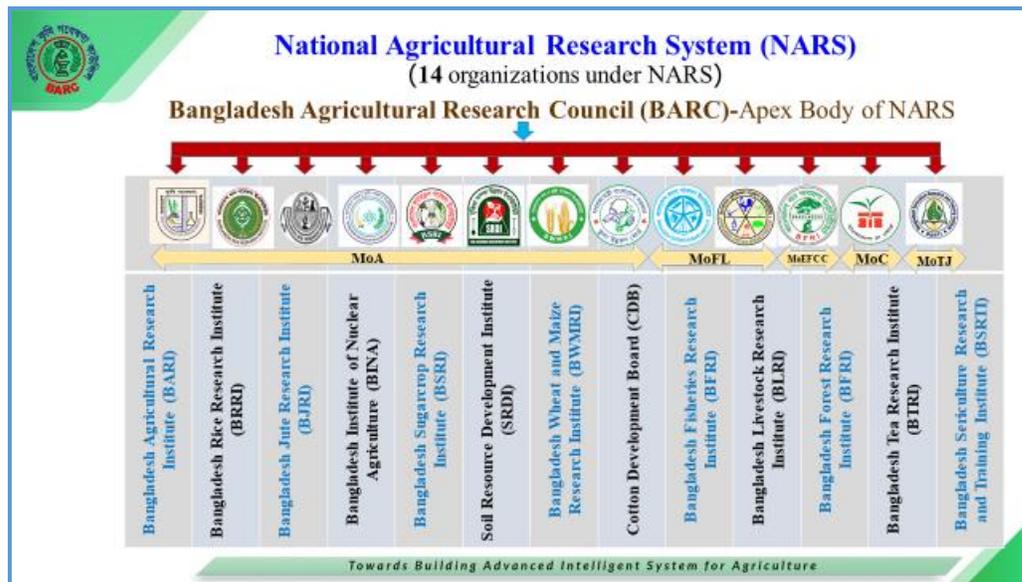
HRM Vs HRD

Basis	HRM	HRD
Definition	HRM refers to how the principles of management can be applied to manage the employees working in an org. effectively.	It refers to continuous development functions that are implemented for improving the performance of those working in an org.
Nature	HRM is a management function.	HRD is a sub-function of HRM.
Function	HRM are reactive and are usually applied to gaining holistic organizational goals.	HRD are proactive and have to be applied consistently to enhance the productivity of employees.
Dependency	HRM is an independent entity in itself. It comprises of different sections inclusive of recruitment and retention, HRD, compensation, performance, appraisal management, etc.	HRD is a subsystem of HRM and draws many functions, attributes, and processes from HRM.
Process	Most HRM processes are routine and have to be carried out as and when the need arises.	HRD processes are ongoing and not occasional.
Concerned with	HRM deals with and has concerns for people only. It handles recruitment, rewards, etc.	HRD is concerned with the development of all aspects and people within an org. and manages its skill development processes.

Need of HRD

- Ensure availability of capable and committed manpower.
- Improve competencies of manpower
- Enhance their effectiveness
- Foster teamwork
- Facilitate career development
- Increase job satisfaction
- Improve decision-making ability of manpower and
- Increase capability of manpower to manage and adapt to changing environment and conflicts,

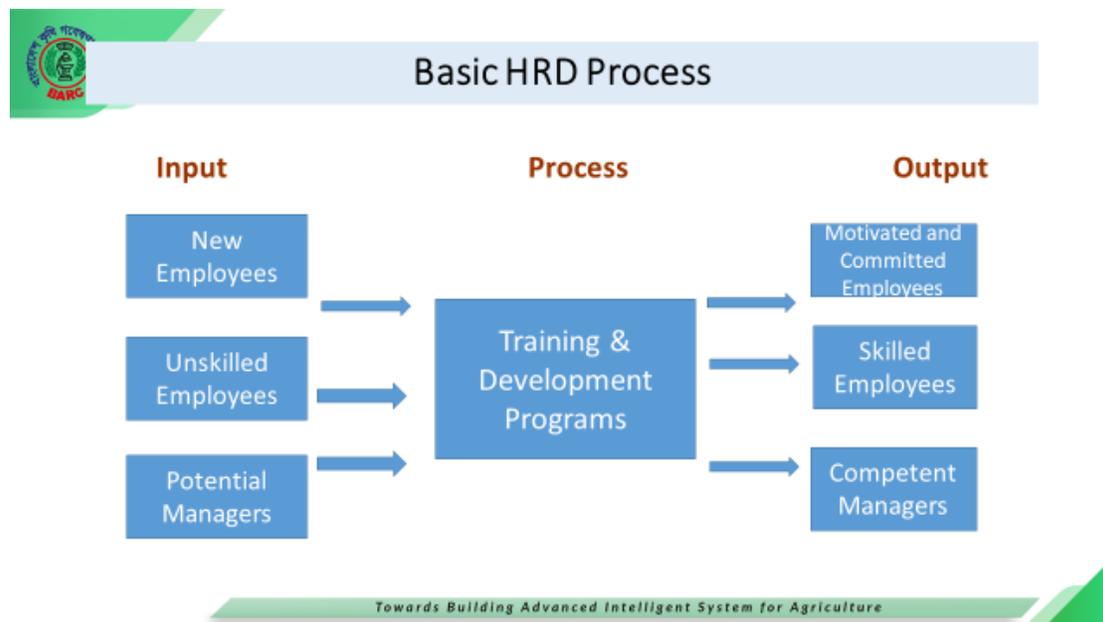
HRD: Best Practices in NARS



Objectives of HRD for NARS Institutes

- To develop the competence of human resources of the NARS institutes to achieve the desired goals.
- To create an environment of commitment and dedication among employees of the research institutes.
- To develop a conducive organizational culture to achieve the mission for existence.
- To create policies, procedures and systems to train the employees for better performance that is based on trust, commitment, dedication, loyalty and growth.

Basic HRD Process



Types of HRD

- **On-the-job training:**

An employee may know the basics of what the job requires, which forms to use, where materials are stored, and how to get access to the computer systems

- **Job shadowing:**

Job shadowing is that an employee watches another employee, who performs the job in order to develop the proper skills.

- **Professional development:**

It includes certification courses at the colleges/universities, or job specific short or higher training including MS and PhD, and seminars/Workshops

Induction/Orientation

- Orientation or induction is the process of receiving and welcoming an employee when he first joins a company and giving in the basic information he needs to settle down quickly and happily and start work.

- **Objectives:**

- To help the new comer to overcome his shyness and build new employees confidence

- To develop the new entrants a sense of belonging and loyalty

- To foster a close and cordial relationship and prevent false impression and negative attitude of the new employees

- To give the new comers necessary information like canteen, locker room, leave rules etc.

Training Type Based on Duration

Duration	Period	Eligible Age (Maximum)
Short-Term	Less than 4 weeks	57
Mid-Term	One month to three months	55
Long- Term	3 months to 12 months	55

HRD practices

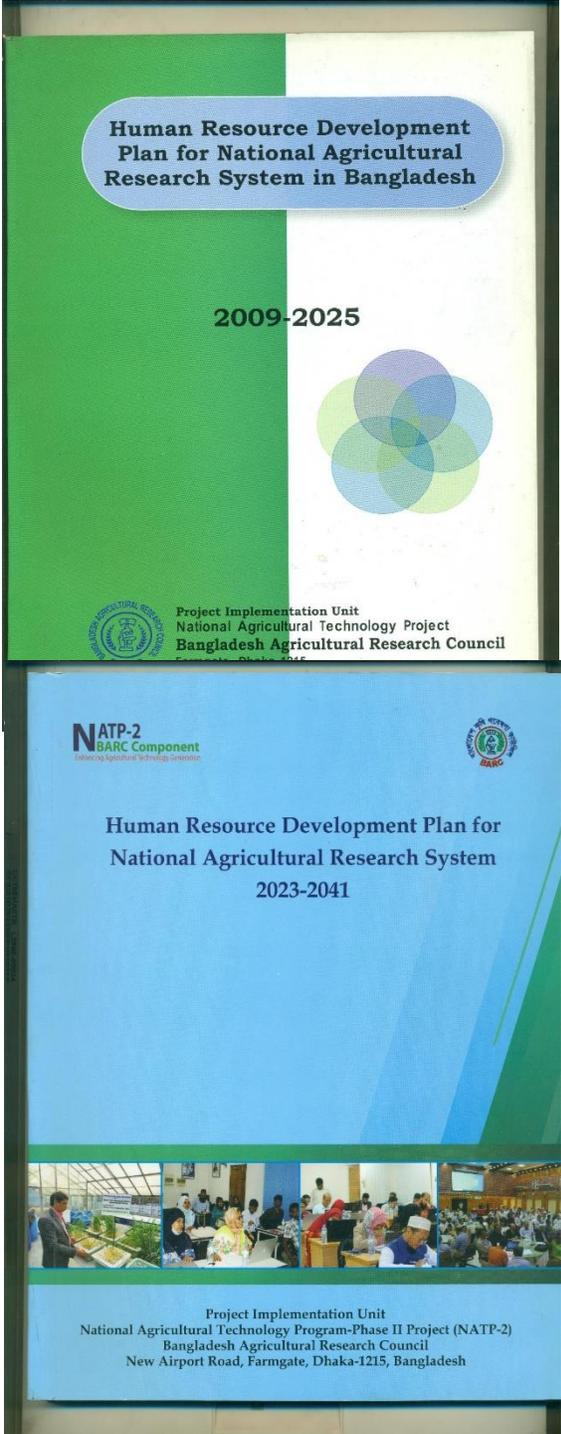
Bringing competencies among the researchers in not an easy task. It involves series of actions such as:

- Fair recruitment of the scientists;
- Training and motivations among the employees of the research institutes;
- Creating congenial atmosphere for research and development activities, and
- Developing policies, procedures and systems to train the researchers for their better performances.

Potential training areas for NARS Scientists
(identified through TNA, FGD, and KII)

1. Research management	7. Genomics & bioinformatics
2. Project management	8. Good governance in agriculture
3. Research methodology	9. Action plan preparation
4. Scientific report writing	10. Research gap identification
5. Foundation training	11. DPP preparation
6. Modern biotechnological techniques in crops, livestock and fisheries	12. Impact analysis of transferred technology
13. Information delivery service	18. GIS and crop modeling
14. Graphic design and audio-visual creation	19. ICT in agriculture
15. Human resource management	20. Impact analysis of transferred technology
16. Knowledge management	21. 4IR
17. Yield gap analysis	22. Speed Breeding
18. Climate smart agriculture	

**NARS
HRD
Plans**





Total scientific position, vacancy and PhD degree holders (%), NARS institutes, 2023 (Rashid *et. al.*, 2023b)

NARS Institute	Total post (nos.)	Existing (nos.)	Vacant post (nos.)	Vacancy (%)	Scientists with PhD (nos.)	Scientists with PhD (%)
1	2	3	4 = (2-3)	5 = (3/2)*100	6	7 = (3-6)*100
BARC	39	23	16	41.03	22	95.65
BARI	685	554	131	19.12	340	61.37
BRRRI	305	248	57	18.69	107	43.15
BJRI	192	138	54	28.13	46	33.33
BINA	170	132	38	22.35	47	35.61
BSRI	72	51	21	29.17	16	31.37
BWMRI	88	49	39	44.32	25	51.02
SRDI	411	204	207	50.36	17	8.33
CDB	26	8	18	69.23	3	37.50
Total	1988	1407	581	29.23	601	42.72

HRD plan (PhD, Post Doc, short term training, study tour, seminar and workshop) with enhancement of PhD level (Rashid *et. al.*, 2023b):2023-25, 2026-2030 and 2031-2035

Year	PhD Level (~ 42 %)				PhD Level (50.0%)				PhD Level (60.0%)				Total			
	2023-2025				2026-2030				2031-2035							
Ins.	PhD	Post Doc	ShT	ST/S/W	PhD	Post Doc	ShT	ST/S/W	PhD	Post Doc	ShT	ST/S/W	PhD	Post Doc	ShT	ST/S/W
BARC	100	4	570	1000	120	8	1100	2000	140	10	2760	3000	360	22	4430	6000
BARI	412	24	24	24	619	36	36	36	990	60	60	60	2021	120	120	120
BRRRI	23	4	4	10	39	10	30	30	44	20	60	50	106	34	94	90
BJRI	9	1	9	10	13	6	9	9	16	6	13	11	38	13	31	30
BINA	54	41	135	73	62	41	154	103	55	61	159	106	171	143	448	282
BSRI	11	17	52	53	22	20	54	52	12	24	65	64	45	61	171	169
BWMRI	8	7	17	19	11	11	21	19	18	12	18	19	37	30	56	57
SRDI	40	10	30	30	40	10	30	30	40	10	30	30	120	30	90	90
CDB	5	1	4	10	9	4	2	20	14	9	6	25	28	14	12	55
Total	662	109	845	1229	935	146	1436	2299	1329	212	3171	3365	2926	467	5452	6893

Towards Building Advanced Intelligent System for Agriculture



PARTNER HRD Plan (2023-2027)

	Foreign (Developed & Developing Countries)	In-country	Total
PhD (42 Months)	140	124	264
Post-doc (one year)	32		32
Training (S.T)	32 Batch (8/Batch)=256	157 Batches (25/Batch)=3925	4181

Towards Building Advanced Intelligent System for Agriculture



NATP HRD Achievements [2008-2022]

Phase	International					National		
	PhD	Post-doc	S.T	S/W	S.V	PhD	S.T	S/W
Phase-I (2008-2013)	30	11	160	73	133	60	4509	6196
Phase-II (2014-2022)	60	-	52	20	39	80	4191	10,520
Total	90	11	212	93	172	140	8700	16716
Grand Total:	26,134							

Total PhD: [90+140]= 230 (local & foreign)

Towards Building Advanced Intelligent System for Agriculture

JAMAL UDDIN JAMY

Ph.D. Fellow, UPM, Malaysia, BA (Hons) and
MA, DU, MA in ELT

Corporate Trainer | TEDx Speaker | Ph.D.
Scholar | Certified NLP Practitioner | Best-
Selling Author

CEO & Lead Trainer
CAREERCOACH™ Training Solutions



Jamal Uddin Jamy is a distinguished training consultant with over 14 years of experience empowering workforces across various business disciplines with communication, leadership, emotional intelligence, soft skills, professional etiquette, and customer service training. He has a track record of successfully facilitating transformative programs for several local and multinational companies. His unique and engaging training delivery styles have captivated audiences of all ages, leaving them feeling energized, motivated, and ready to take on the world.

Mr. Jamy holds a BA (Hons.) and MA from Dhaka University, as well as a second Masters in English Language Teaching (ELT). He is currently pursuing his Ph.D. from Putra Business School, UPM, Malaysia. Before joining CAREERCOACH Training Solutions, Mr. Jamy served as the Director of Career Services at ULAB, Southeast University, and Eastern University. He also played a key role in establishing the brand of Monash University in Bangladesh as the Head of Communications, Outreach, and Enrolment.

Besides his professional accomplishments, Mr. Jamy is renowned for inspiring and motivating young corporate leaders and students. He is one of the most sought-after communication and leadership trainers in the sub-continent and has been a featured speaker at various domestic and international seminars, workshops, and conferences. Mr. Jamy is also the author of numerous bestselling books in Bangladesh. Jamal Uddin Jamy is also a top leader in the Toastmasters community in District 124 (Bangladesh, India, and Bhutan). He was crowned the Division L Toastmasters Speech Evaluation Contest Champion in 2019-20, cementing his reputation as an exceptional communicator and leader.



MODULE 1

WORKSHOP ON
**THE ART OF CONFLICT
RESOLUTION**

Date: - June 02, 2024
Venue: BARC

Facilitator:
JAMAL UDDIN JAMY

ICFACI Certified Trainer | TEDx Speaker | Ph.D. Scholar |
Certified NLP Practitioner | CEO, CAREERCOACH™ Training Solutions



Workshop The Art of Conflict Resolution

Understanding the Sources of Conflict

1. **Communication Issues:** Misunderstandings or lack of communication.
2. **Differences in Values:** Conflicting beliefs or principles.
3. **Resource Scarcity:** Competition for limited resources.
4. **Personality Clashes:** Differing personal styles and approaches.
5. **Goal Differences:** Conflicting objectives or priorities.

Conflict Management Styles

1. **Avoiding:** Deliberately ignoring or staying away from the conflict.
2. **Accommodating:** Giving in to the other party's demands or desires.
3. **Competing:** Asserting one's position at the expense of others.
4. **Compromising:** Finding a middle ground where each party gives up something.
5. **Collaborating:** Working together to find a win-win solution

Effective Conflict Resolution Techniques

1. **Active Listening:** Paying full attention to the speaker, understanding their message, and responding thoughtfully.
2. **Empathy:** Understanding and sharing the feelings of another party.
3. **Clear Communication:** Expressing thoughts and concerns openly and respectfully.

4. **Problem-Solving:** Identifying the root cause of the conflict and finding mutually beneficial solutions.
5. **Negotiation:** Discussing issues to reach an agreement that satisfies all parties involved.
6. **Mediation:** Involving a neutral third party to facilitate the resolution process.

Steps in the Conflict Resolution Process

1. **Acknowledge the Conflict:** Recognize the existence of the conflict and agree to address it.
2. **Understand All Perspectives:** Allow each party to share their viewpoints without interruption.
3. **Identify the Core Issues:** Determine the underlying causes of the conflict.
4. **Generate Options:** Brainstorm potential solutions collaboratively.
5. **Evaluate and Choose a Solution:** Select the most appropriate solution based on mutual agreement.
6. **Implement the Solution:** Put the chosen solution into practice.

Tips for Successful Conflict Management

1. **Stay Calm:** Keep emotions in check to think and communicate clearly.

2. **Be Respectful:** Show respect for the other parties involved, even if you disagree.
3. **Focus on Interests, Not Positions:** Concentrate on the underlying needs rather than fixed stances.
4. **Be Open to Compromise:** Be willing to make concessions to reach an agreement.
5. **Seek Help When Needed:** Don't hesitate to involve a mediator or supervisor if the conflict escalates or becomes unmanageable.

Conflict Management in Teams

1. **Set Clear Expectations:** Establish norms and guidelines for team interactions.
2. **Encourage Open Communication:** Foster an environment where team members feel comfortable sharing concerns.
3. **Address Issues Early:** Tackle conflicts as soon as they arise to prevent escalation.
4. **Build Strong Relationships:** Invest in team-building activities to strengthen trust and understanding.



MODULE 1

WORKSHOP ON

TRAINING OF TRAINERS (TOT)

Date: June 02, 2024

Venue: BARC

Facilitator:

JAMAL UDDIN JAMY

IFGUP Certified Trainer | TEDx Speaker | Ph.D. Scholar |
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Workshop Training of Trainers (TOT)

UNDERSTANDING ADULT LEARNING PRINCIPLES (ANDRAGOGY)

ADULT LEARNING PRINCIPLES

Adult learning principles, also known as andragogy, are a set of guidelines and assumptions about how adults learn best. These principles are based on the work of educational theorist Malcolm Knowles.

Tell them why they need to learn:

Clearly communicate the relevance and benefits of the training content to participants' current and future needs.

Encourage them to take charge of their learning:

Empower participants to set their own goals, seek out resources, and take initiative in their learning journey.

Use their experience and knowledge:

Leverage participants' diverse experiences and expertise by incorporating interactive activities that allow them to share insights and apply new concepts.

Don't explain everything right away:

Foster problem-solving skills by presenting challenges and allowing participants to explore solutions independently.

Tap their motivations:

Connect the training objectives to participants' personal or professional motivations, emphasizing the benefits and opportunities for growth.

	Andragogy	Pedagogy
Learning Resources	Adults use their own experiences and the experiences of others to gain a better understanding.	Children are dependent on the teacher for all learning resources.
Learning Focus	Adult learning is often problem-centered and focused on current events or real life.	Child learning is a subject-focused model.
Motivation	Adults gain motivation from internal sources (self-esteem, confidence, recognition, etc.)	Children gain motivation from external sources (parents, teachers, tangible rewards, etc.)
Trainer's Role	Trainer acts more as a facilitator, encouraging collaboration, mutual respect, and openness with learners.	Trainer acts more as an expert, bestowing knowledge, skill, and structure to learners.

TRAINING NEED ANALYSIS (TNA)

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A process to identify the gap between the actual and the desired knowledge, skills, and abilities (KSAs) in a job.

Surveys:

- Distributing questionnaires to employees to gather insights on their perceived training needs.
- Efficient for collecting quantitative data on a large scale.
- Provides a broad overview of common training requirements.

Interviews:

- Conducting one-on-one discussions with employees or key stakeholders.
- Allows for in-depth exploration of individual perspectives and nuanced training needs.
- Useful for uncovering specific skill gaps or challenges.

Focus Group Discussions (FGD):

- Bringing together a small group of participants for a guided discussion on training needs.

- Fosters group dynamics, allowing participants to build on each other's ideas.
- Ideal for identifying shared challenges and collective training requirements.

Shadowing:

- Directly observing employees in their day-to-day work environment.
- Provides a practical understanding of tasks, skills, and areas requiring improvement.
- Useful for uncovering real-time challenges that may not surface in self-reported methods.

Observation:

- Systematically watching and recording employee behavior in work situations.
- Helps identify performance gaps and areas where additional training could enhance effectiveness.
- Particularly valuable for roles that involve practical skills and hands-on tasks.

STEPS OF TNA

Training needs analysis questions

In each step of the training needs analysis process, you can ask specific question that will help you conduct the assessment in an effective way.

Step 1. Define organizational goals

- What problems are occurring in the organization?
- What is the organization trying to achieve?
- Which organizational goals require the biggest change in employee behaviors?
- Which departmental goals are lagging?
- Which individual performance goals should be improved?
- Can these problems be solved through different behaviors?

Step 2. Define relevant job behaviors

- Which job behaviors contribute to the goals defined in step 1?
- If the listed job behaviors are ‘fixed’, does that bring us closer to the goals defined in step 1?
- Do the listed job behaviors align with our organizational core values?
- Which cultural cues reinforce undesirable behavior?
- What other influences play a role in reinforcing undesirable behavior?

Step 3. Define the required knowledge & skills

- Which skills are required to display the behaviors we defined in step 2?
- Which knowledge components are required to display the behaviors we defined in step 2?
- Once the listed skills and knowledge components are taught, will the relevant job behaviors always be displayed?
- What is hindering the display of relevant job behaviors once the listed skills and knowledge components are taught?

Step 4. Develop training

- Is all the information required to start the training design and development process present?
- Are there non-training alternatives that we can deploy that will have a similar effect?

The GLOSS

In presentations, regardless of setting, kick-start with a motivational phase called "Motivate Me." This stage is pivotal for engaging your audience. It involves addressing basic questions for each topic, stimulating curiosity, and outlining expectations. By doing so, you prepare participants to actively listen and learn, setting the stage for a productive session. The GLOSS stands:

1. Get attention.
2. Link to previous knowledge.
3. Outline objectives.
4. State the structure.
5. Stimulate interest.

G et attention	<p>The point of this step is to focus participants' attention on the learning. You are trying to get them curious enough to want to listen.</p> <ul style="list-style-type: none"> • <i>Ask a provocative question; use silence; cue from a slide; make a sound signal such as a clap; use eye contact.</i> • <i>Display the title. State the title.</i>
L ink to previous knowledge	<p>This relates to the adult learning principle of leveraging participants' experiences. It also helps put what you are about to say in context.</p> <ul style="list-style-type: none"> • <i>Ask questions to capture participants' previous experience or knowledge?</i> • <i>Use the acquired information to tailor the speaking points to the audience's experience or knowledge levels?</i>
O utline objectives	<p>Clearly state the purpose of the course and what the participants would be able to do by the end of the course or lesson?</p> <ul style="list-style-type: none"> • <i>After the session, you will have some powerful tools to accelerate your</i> • <i>Check if the objectives matched participants' expectations?</i>

S tate the structure	<p>Clearly explain the agenda, types of activities, and ground rules with participants?</p> <ul style="list-style-type: none"> • <i>What topics are covered?</i> • <i>What will be expected of participants during the process? (E.g. activities, projects, reports)</i>
S timulate interest	<p>Help them understand why it is worth their effort to pay attention. You can get attention in several ways: Tell them:</p> <ul style="list-style-type: none"> • <i>Why is this session important? How will it help them?</i> • <i>What's In It For Me? (WIIFM)?</i> <p>Ask them:</p> <ul style="list-style-type: none"> • <i>What benefits are likely?</i> • <i>What challenges are they hoping to overcome related to the topic you are about to teach them?</i>

The EASE

the EASE model serves as a guideline for educators to structure their lessons effectively, ensuring content explanation, adaptation to learners' styles, active stimulation of learning, and maximum engagement.

E xplain	<p>Give clear explanation of content structure.</p> <ul style="list-style-type: none"> • <i>This involves providing clear and concise explanations of concepts, procedures, or information to learners.</i> • <i>Effective explanations should address the "what," "why," and "how" of the topic being discussed, providing context and rationale for the information being presented.</i>
A dapt	<p>Adaptation refers to the ability to modify teaching strategies, materials, or approaches based on the needs, preferences, and abilities of the learners.</p> <ul style="list-style-type: none"> • <i>It involves recognizing that learners have diverse backgrounds, learning styles, and levels of prior knowledge, and adjusting the learning experience accordingly.</i>

<p>Stimulate</p>	<p>Stimulating learners involves engaging their interest, curiosity, and motivation to learn.</p> <ul style="list-style-type: none"> • <i>This can be achieved through interactive and engaging learning activities, such as discussions, hands-on exercises, simulations, or multimedia presentations.</i>
<p>Engage</p>	<p>Engagement refers to actively involving learners in the learning process, encouraging their participation, and fostering their intrinsic motivation to learn. The followings need to be taken care of for engagement:</p> <p>Structure: Give clear explanation of content structure.</p> <ul style="list-style-type: none"> • <i>Present information in a logical flow?</i> • <i>Discuss only those learning points that were relevant to the objectives?</i> <p>Confidence and Credibility: Display confidence and credibility, using meaningful examples</p> <ul style="list-style-type: none"> • <i>Project confidence throughout the session?</i> • <i>Create and maintain credibility throughout the course or lesson?</i> • <i>Give personal examples that increased understanding while boosting personal credibility?</i> <p>Knowledge: Convey knowledge, using meaningful examples</p> <ul style="list-style-type: none"> • <i>Demonstrate sufficient/correct knowledge of the topic?</i> • <i>Record any areas of uncertainty on the “parking lot” to be answered later or emailed after the session?</i>
<p>Explain</p>	<p>Communication: Use effective communication techniques</p> <ul style="list-style-type: none"> • <i>Communicate both effectively and efficiently?</i> • <i>Respond appropriately (both verbally and non-verbally) to participant input?</i> • <i>Use active listening skills?</i> • <i>Maintain positive body language, match verbal and non-verbal communication, and communicate appropriately for the situation?</i> • <i>Speak loudly enough to be heard easily but not too loudly?</i> • <i>Use inflection, emphasis, and pace to convey interest and importance and to avoid a monotone voice?</i> <p>Enthusiasm: Demonstrate enthusiasm</p> <ul style="list-style-type: none"> • <i>Show the appropriate amount of enthusiasm or even “passion” for the topic, through voice and body language, without seeming overly enthusiastic and thereby losing the value of enthusiasm?</i> <p>Participant Questions: Answer participants’ questions effectively</p> <ul style="list-style-type: none"> • <i>Answer questions correctly, confidently, and appropriately?</i>

	<ul style="list-style-type: none"> • <i>Answer questions in a way that encouraged the group to ask questions in the future?</i> • <i>Reflect questions from participants to the group, when appropriate?</i> • <i>Use the Reverse technique to encourage participants to think for themselves?</i> <p>Learning Styles: Adapt for various learning styles</p> <ul style="list-style-type: none"> • <i>Adapt the delivery and communication techniques sufficiently to meet the various learning styles evident in the group?</i> <p>Mixed Abilities: Adapt delivery for mixed abilities</p> <ul style="list-style-type: none"> • <i>Adapt the training delivery to meet the needs of any mixed abilities without impacting the objectives?</i> • <i>Arrange suitable support for those in need of additional help during the course or lesson?</i> • <i>Suggest additional support or references for after the course or lesson for those who needed more assistance?</i> <p>Praise and Recognition: Use praise and recognition effectively</p> <ul style="list-style-type: none"> • <i>Give appropriate praise and recognition for success and effort?</i> • <i>Avoid overuse of superficial praise and recognition (such as repetitively responding with "Excellent!")?</i> <p>Professionalism: Demonstrate professionalism</p> <ul style="list-style-type: none"> • <i>Act professionally, respectfully, and politely without exception?</i> • <i>Observe all aspects of diversity, equality, inclusion?</i> • <i>Make a special effort to address gender equity needs?</i> <p>Participant Behavior: Manage participant behavior</p> <ul style="list-style-type: none"> • <i>Deal with any inappropriate behavior in a timely and professional manner?</i> • <i>Engage passive learners?</i> • <i>Monitor participants' energy levels and take appropriate action when necessary?</i>
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The FEED

Giving feedback is an essential part of the learning process. Feedback is a gift that helps participants understand how to improve their skills. Giving feedback does not need to be uncomfortable, if you follow the FEED formula:

1. Frame your positive intent:
2. Examine evidence:
3. Explain the effect:

4. Describe recommendations:

<p>Frame your positive intent</p>	<p>Start by identifying a positive, concrete aspect.</p> <ul style="list-style-type: none"> • <i>I liked the way you applied the steps of problem-solving methodically – you included each of the six steps in your project</i> • <i>I liked the way you have included a follow-up with the employee, to check that s/he understands the task assigned and is on track. This is excellent because it can catch early any problems arising and take care of them before productivity suffers.</i>
<p>Examine evidence</p>	<p>Describe specifically what you have observed and especially the behaviors that you would like to improve.</p> <ul style="list-style-type: none"> • <i>I noticed your description of the problem appears to be somewhat general: “Production quality is poor.”</i> • <i>I noticed that at the end of the task assignment, you neglected to include a feedback loop.</i>
<p>Explain the effect</p>	<p>Describe your own reaction to the behavior or how others might perceive it.</p> <ul style="list-style-type: none"> • <i>In my experience, this could lead to some very general solutions that are not terribly useful.</i> • <i>In my experience, an employee benefits from the opportunity to reflect on the task accomplished and learn from the experience.</i>
<p>Describe recommendations</p>	<p>Suggest an alternative or solution</p> <ul style="list-style-type: none"> • <i>I would suggest you develop a more specific problem statement such as “How to reduce the defect rate from the current level of 5 per 100 to 1 per 100” The words “How to” are often useful in developing a problem statement and the specificity will help your team generate more concrete solutions.</i> • <i>I would recommend you include a time for providing feedback to your employee on how well the task was accomplished. It could be a brief conversation or in a more formal written form. Be sure to allow for two-way feedback, so the employee also has the opportunity to tell you about anything you can do, from a manager’s position, to improve task effectiveness and efficiency. This little step will go a long way to enhancing your workplace communication and increasing a sense of teamwork when completing tasks.</i>

The OFF

When you have finished presenting the main points and have given your audience a chance to practice, are you done? Should you just say, “That’s all I have to say. Thank you?” No! The conclusion is just as important as the start. It is your chance to check what the audience has learned, to get and give feedback, and to prepare the audience for the future.

Effective conclusions include the following three elements:

1. Outline achieved objectives
2. Fortify with feedback
3. Focus on the future link

O Outline the achieved objectives	<p>Review the objectives for the course, lesson, or topic. Check if the participants feel they have achieved the objectives.</p> <ul style="list-style-type: none"> •Ask participants if they felt they had achieved the objectives (ideally visually referring back to the course or lesson objectives)? •Arrange an action plan/s with those requiring it?
F ortify with feedback	<p>Solicit feedback on both the content and the learning process. Use both informal (oral comments) and formal (evaluation forms) feedback mechanisms.</p> <ul style="list-style-type: none"> •Ask what key learning points (benefits) the participants had taken from the course or lesson, ideally gaining input from each participant?
F ocus on the future link	<p>Discuss the immediate future (what will happen next in the lesson or immediately after the session) and the longer-term future (how they can apply what they learned at work).</p> <ul style="list-style-type: none"> •Discuss or explain the logical next steps briefly to ensure that participants apply the learning in the work place? •Ask participants to identify next steps or plan future actions to encourage application of the content outside of the class?

Interactive Training Methods

The following training methods offer a diverse range of approaches to engage participants, facilitate learning, and achieve training objectives effectively. Depending on the specific training goals and audience preferences, trainers can choose and combine different methods to create engaging and impactful learning experiences.

Role-playing:	<p>Description: Role-playing involves participants assuming specific roles or characters and acting out scenarios relevant to the training topic.</p> <p>Example: In customer service training, employees may role-play different customer interactions to practice effective communication skills and conflict resolution.</p>
Case Studies:	<p>Description: Case studies present real-life scenarios or situations for analysis and discussion. Participants analyze the case, identify key issues, and propose solutions.</p> <p>Example: In a business management course, students analyze a case study of a company facing a strategic decision and develop recommendations based on their analysis.</p>
Group Discussions:	<p>Description: Group discussions involve participants exchanging ideas, sharing perspectives, and collaboratively exploring a topic under the guidance of a facilitator.</p> <p>Example: In a diversity training workshop, participants engage in group discussions to explore different cultural perspectives and discuss strategies for promoting inclusivity in the workplace.</p>
Brainstorming:	<p>Description: Brainstorming encourages participants to generate creative ideas or solutions in a non-judgmental environment.</p> <p>Example: During a marketing strategy session, team members engage in a brainstorming session to generate innovative campaign ideas and identify potential target audiences.</p>
Debates:	<p>Description: Debates involve structured arguments between opposing sides on a specific issue or topic, encouraging critical thinking and persuasive communication.</p> <p>Example: In a business ethics course, students participate in a debate on ethical dilemmas faced by corporations, exploring different viewpoints and ethical frameworks.</p>

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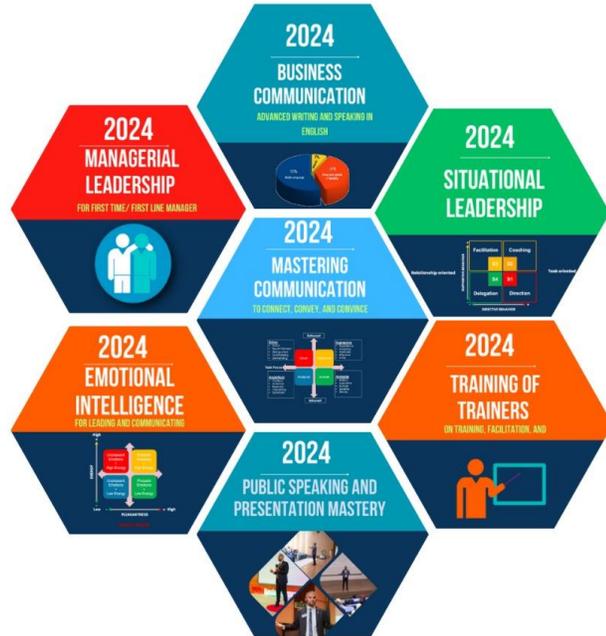
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Effective Communication: The most Important Key to Success

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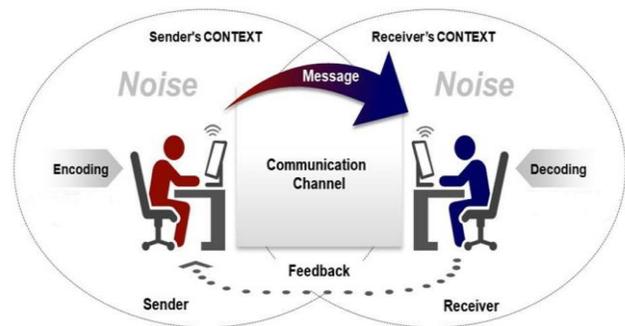
Concept of Communication:

The **concept of communication** refers to the process of exchanging information, ideas, thoughts, feelings, or messages between individuals or groups. It is a fundamental aspect of human interaction that helps people understand one another, share experiences, and make decisions. Communication can take many forms, such as verbal (spoken or written), non-verbal (body language, gestures), or even symbolic (images, signs, or art). Broadly speaking, communication is an act by which one person shares knowledge, feelings, ideas, information, etc. with another in such ways that each gains a common understanding of the meaning, intent and use of the message. People communicate

- ✓ on many levels
- ✓ for many reasons
- ✓ in many ways
- ✓ to many people
- ✓ with many effects

Major Functions of Communication

- Information function
- Persuasion function
- Command of instructive function
- Integration function



Types of Communication

A. Based on communication channels

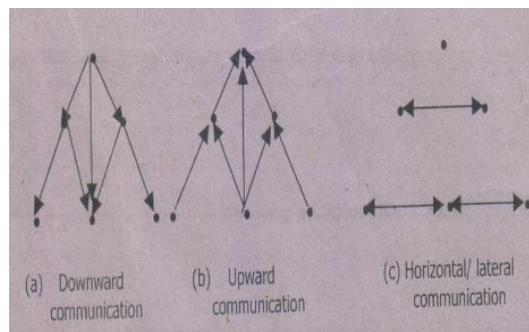
1. Verbal communication
 - a. Oral
 - b. Written
2. Nonverbal communication

B. Based on style and purpose

1. Formal communication
2. Informal communication

Patterns of Communication

1. Downward
2. Upward
3. Horizontal/lateral
4. One-way and two-way



Models of Communication

Model is the representation of reality or model of communication is a framework that explains how information is transmitted from one party to another. A communication model is a pictorial representation of the communication process, ideas, thoughts, or concepts through diagrams, etc. They can be considered to be systematic representations of the process that help us understand how communication can be carried out. Communication models help in understanding the potential barriers to effective communication, roles of different elements involved, and the importance of feedback for successful communication. By applying the models of

communication, individuals and organizations can enhance their communication skills & improve the interaction quality. The basic types of communication models are as follows:

1. Linear Communication Model

Linear model of communication depicts one-way communication & are used to communicate with the masses. The linear communication models are:

1. Aristotle's Model
2. Lasswell's Model
3. Shannon-Weaver Model
4. Berlo's S-M-C-R Model

2. Transactional Communication Model

Transactional model of communication highlights two-way communication with direct feedback. The transactional communication models include:

1. Barnlund's Transactional Model
2. Dance's Helical Model

3. Interactive Communication Model

Interactional model of communication highlights a two-way communication with indirect feedback.

1. Osgood-Schramm Model
2. Westley And Maclean Model
3. Oakley and Garforth Model

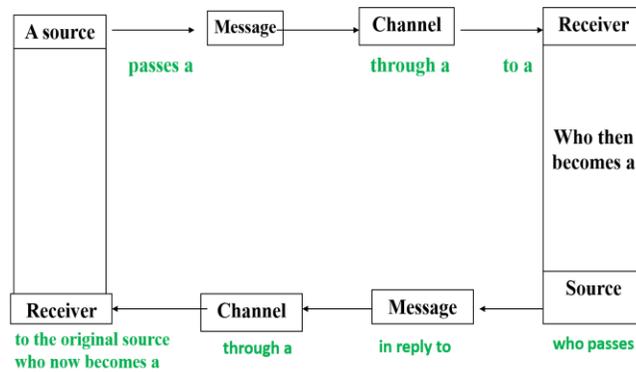


Fig: Oakley and Garforth model of communication

Summary of differences among the models

- **Transactional Model:** Two-way communication where both parties are active participants.
- **Interactive Model:** Communication with feedback and context that affects the interaction.
- **Berlo's SMCR Model:** Focuses on the factors influencing how messages are communicated.

Elements of the Communication Process

1. **The communicator/sender/source:** The person who conveys his thoughts, message or ideas to the receiver, known as the sender. He is at the starting point of the communication system and represents the source of communication.
2. **The message:** The subject matter of communication is termed as messages. It includes ideas, feelings, suggestions, order, etc., which a sender wants to convey to the receiver.

3. **The channel:** The medium through which encoded message is transmitted to the receiver is known as media. It is the carrier of the message. It can be in written form, face to face, through telephone, letter, internet, etc.
4. **The receiver:** The person who receives the message of the sender is known as the receiver.

Feedback in Communication

It is the process by which the receiver responds to the message sent by the sender. It serves as a way to indicate whether the message was understood, accepted, or requires further clarification. Feedback is a crucial component of effective communication because it helps ensure that the message has been accurately interpreted and allows for adjustments if misunderstandings occur.

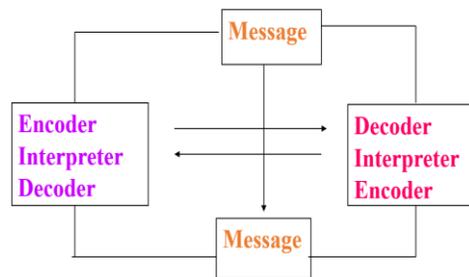


Figure: Feedback in communication

Types of Feedback

- This includes spoken responses, such as asking questions, agreeing, disagreeing, or clarifying points.
- Example: “I understand what you mean,” or “Can you explain that again?”

2. **Non-verbal Feedback**

- This includes body language, facial expressions, gestures, and eye contact. Non-verbal feedback can often convey emotions or reactions that are not explicitly stated.
- Example: Nodding in agreement, smiling, or raising an eyebrow in confusion.

3. **Positive Feedback**

- This feedback indicates that the message has been received and understood well. It can be verbal or non-verbal and encourages continued communication.
- Example: “That’s exactly what I needed to know!” or giving a thumbs-up.

4. **Negative Feedback**

- This type of feedback shows that there is a misunderstanding, disagreement, or lack of clarity. It signals the need for the sender to adjust their message.
- Example: “I don’t understand what you’re saying,” or shaking your head.

5. **Constructive Feedback**

- This feedback provides helpful suggestions or comments that can guide the sender to improve their message or communication style.
- Example: “I think your point was clear, but maybe you could provide more examples to make it easier to understand.”

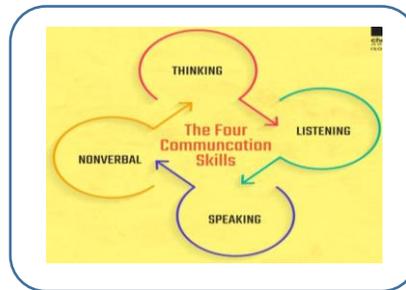
Importance of Feedback in Communication

- ❑ **Clarifies Understanding:** It helps the sender know if the message was understood as intended and whether further explanation is needed.
- ❑ **Builds Relationships:** Feedback, especially positive feedback, fosters trust and open communication between individuals or groups.

- ❑ **Improves Communication:** Continuous feedback allows for adjustments in the communication process, making it more effective.
- ❑ **Encourages Engagement:** Feedback motivates participants in the communication process to stay involved and respond appropriately.

Important Terms in Communication

- ❑ Time lag in communication
- ❑ Communication fidelity
- ❑ Credibility
- ❑ Communication gap
- ❑ Sympathy
- ❑ Empathy
- ❑ Homophily/Heterophily
- ❑ Perception
- ❑ Hoarding of message



Tools of Effective Communication

- ❑ Use accurate, neutral descriptions
- ❑ Good manners
- ❑ Positive attitude
- ❑ Listen more than you speak
- ❑ Understand the other person first
- ❑ Begin with empathy
- ❑ Be willing to hear “No”
- ❑ Requests for practical, specific and positive affair
- ❑ Spice up your words
- ❑ Correct pronunciation
- ❑ Use NVC

For Effective communication-

- ✓ the right person will communicate
- ✓ at the right time
- ✓ with right message
- ✓ in the right form
- ✓ through right channel
- ✓ to the right user of the message
- ✓ with right feedback

Problems in Communication

- Inefficient/Inaccurate source
- Inflammatory source/message
- Wrong selection of message
- Misinterpretation of message
- Inadequate channel
- Inability of receiver
- Language barriers
- Incompatibility of source and receiver

Motivation Techniques and Human Relations at Work

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Concept of Motivation

Motivation is the internal process that drives individuals to take action, achieve goals, and fulfill needs or desires. It explains why people behave in certain ways and what prompts them to pursue specific goals, tasks, or activities. Motivation can be influenced by a combination of psychological, emotional, social, and environmental factors. Motivation is the internal hypothetical process that provides energy for behavior and directs an individual towards a specific goal.

- ❖ includes drives, needs, and similar forces.
- ❖ goal-directed and need-satisfying behavior.
- ❖ explains why people do the things they do.
- ❖ influences a person to do a thing in a certain way.

Key Components of Motivation

1. **Needs:** Motivation often begins with unmet needs, whether physiological (like hunger) or psychological (like the need for achievement or belonging).
2. **Desire:** Motivation involves a desire to fulfill these needs. For example, if you're hungry, your motivation might be to find food.
3. **Goals:** Motivation helps to direct actions toward specific goals. A goal could be anything from finishing a project at work to running a marathon.
4. **Drive:** This is the energy or force that propels individuals to act. The intensity of the drive varies depending on how important the goal or need is.

5. **Rewards:** Rewards can either be intrinsic (internal satisfaction, personal growth) or extrinsic (money, recognition, prizes). These rewards reinforce the behavior, making it more likely for individuals to keep pursuing their goals.

Types of Motivation

1. **Intrinsic Motivation:**

- This comes from within the individual. The person is motivated by personal satisfaction, enjoyment, or the inherent value of the activity itself.
- Example: Reading a book because you enjoy learning or playing a sport because it's fun.

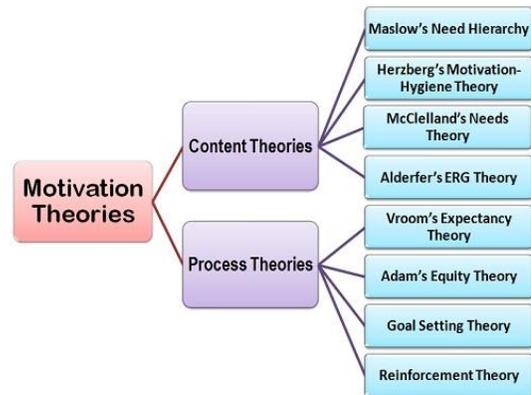


2. **Extrinsic Motivation:**

- This is driven by external factors or rewards, such as money, recognition, or approval from others.
- Example: Studying hard to get good grades or working overtime for a bonus.

Theories of Motivation

There are several **theories of motivation** that aim to explain why individuals engage in certain behaviors and what drives them to achieve their goals. These theories provide valuable insights into human needs, desires, and how to enhance performance in various settings (like workplaces, education, and personal development). Below are some of the most well-known motivation theories:



1. Maslow's Hierarchy of Needs

- **Overview:** Abraham Maslow proposed that human needs are arranged in a hierarchical order, where lower-level needs must be satisfied before higher-level needs. Motivation arises from the desire to fulfill these needs.
- **The Hierarchy:**
 1. **Physiological Needs:** Basic survival needs like food, water, shelter, and sleep.
 2. **Safety Needs:** Security, stability, protection from harm (e.g., safe working conditions, financial security).
 3. **Love and Belonging Needs:** Social relationships, affection, friendship, and belonging to groups.
 4. **Esteem Needs:** Respect, recognition, status, and the desire for self-worth.

5. **Self-Actualization:** Achieving one's full potential, personal growth, and self-fulfillment.

- **Implication:** People are motivated to meet the most basic needs first, and once those are satisfied, they pursue higher-level needs, with self-actualization being the ultimate goal.

2. Herzberg's Two-Factor Theory

- **Overview:** Frederick Herzberg proposed that job satisfaction and dissatisfaction are influenced by two distinct sets of factors:
 - **Hygiene Factors:** These are extrinsic elements that, if missing or inadequate, cause dissatisfaction, but their presence doesn't lead to high motivation. Examples include salary, working conditions, and job security.
- **Motivators:** These are intrinsic factors that lead to satisfaction and motivation when present. They include achievement, recognition, responsibility, and opportunities for growth and development.

Implication: Improving hygiene factors can prevent dissatisfaction, but to truly motivate employees, organizations need to focus on the motivators that lead to higher job satisfaction.

3. Self-Determination Theory (SDT)

- **Overview:** This theory, developed by Deci and Ryan, focuses on intrinsic and extrinsic motivation. It suggests that people are most motivated when they feel that they are in control of their actions (autonomy), are capable of achieving success (competence), and feel connected to others (relatedness).
- **Key Components:**
 - **Autonomy:** The need to feel in control of one's actions and decisions.
 - **Competence:** The need to feel effective and capable of achieving desired outcomes.
 - **Relatedness:** The need for connection with others and the desire to feel cared for.
- **Implication:** Motivation is maximized when people have the freedom to choose their actions (autonomy), can grow and develop their skills (competence), and feel a sense of belonging (relatedness).

4. Vroom's Expectancy Theory

- **Overview:** Victor Vroom's theory suggests that individuals' motivation is based on the expected outcomes of their actions. People are motivated to act based on the belief that their efforts will lead to performance and that performance will lead to desired rewards.
- **Key Components:**
 - **Expectancy:** The belief that effort will lead to desired performance (e.g., working harder will lead to better results).

- **Instrumentality:** The belief that performance will lead to a particular outcome or reward (e.g., good performance leads to a promotion).
- **Valence:** The value an individual places on the expected reward (e.g., how much they desire the promotion or recognition).
- **Implication:** Motivation increases when people believe their effort will result in performance, performance will lead to meaningful rewards, and those rewards are valuable to them.

5. Equity Theory

- **Overview:** Developed by John Stacey Adams, this theory suggests that individuals are motivated by fairness in their relationships and work environments. People compare their input-output ratios with those of others to determine if they are being treated equitably.
- **Key Components:**
 - **Inputs:** The effort, time, and resources people contribute to their work.
 - **Outputs:** The rewards, recognition, and benefits received.
 - **Comparison:** People compare their input-output ratio to others to assess fairness.
- **Implication:** If individuals perceive an imbalance (e.g., they feel they are putting in more effort than others but receiving less reward), their motivation can decrease, leading to dissatisfaction or attempts to restore equity (e.g., reducing effort or seeking a higher reward).

6. McClelland's Theory of Needs

- **Overview:** David McClelland identified three primary motivators that drive behavior:
 1. **Need for Achievement:** The desire to accomplish goals, master skills, and achieve excellence.
 2. **Need for Affiliation:** The desire for social relationships, acceptance, and belonging.
 3. **Need for Power:** The desire to influence, control, or lead others.
- **Implication:** People have different dominant needs, and understanding these needs can help organizations and individuals tailor motivation strategies. For example, those with a high need for achievement may thrive in challenging tasks, while those with a high need for affiliation may seek supportive environments.

7. Goal-Setting Theory

- **Overview:** Proposed by Edwin Locke, this theory emphasizes the importance of setting clear, specific, and challenging goals to increase motivation and performance. The idea is that setting concrete goals helps focus effort and energy toward achieving them.
- **Key Principles:**
 - **Clarity:** Goals must be specific and clear.
 - **Challenge:** Goals should be challenging but achievable.
 - **Commitment:** The individual must be committed to achieving the goal.
 - **Feedback:** Regular feedback helps individuals track progress and adjust their efforts.
 - **Task Complexity:** The complexity of the goal should be considered, as it should not overwhelm the individual.

- **Implication:** People are more motivated when they have specific, measurable, and challenging goals, along with the support and feedback necessary to achieve them.

7. Drive Theory

- **Overview:** This theory, rooted in biological psychology, suggests that motivation arises from basic drives, such as hunger, thirst, or the need for rest. These drives create a state of tension that individuals are motivated to reduce by satisfying the need.
- **Implication:** Motivation is essentially about reducing the discomfort caused by unmet physiological needs (e.g., eating when hungry) and maintaining homeostasis.

Importance of Motivation

- **Goal Achievement:** Motivation is critical in pushing individuals to set and achieve personal, academic, professional, or organizational goals.
- **Performance:** It directly impacts how well people perform in various tasks, whether at work, in sports, or in academics.
- **Personal Growth:** Motivation fosters self-improvement, as individuals are driven to reach their full potential and overcome challenges.
- **Well-Being:** Motivated individuals are more likely to experience positive emotions, satisfaction, and a sense of accomplishment.

Role of Motivation Staffs' Performance

Performance is the function of ability, motivation and learning environment

$$\text{Performance} = f(A \times M \times LE)$$

Where

- A= Ability
- M= Motivation
- WE=Working Environment

Factors Influencing Motivation

1. Internal Factors:

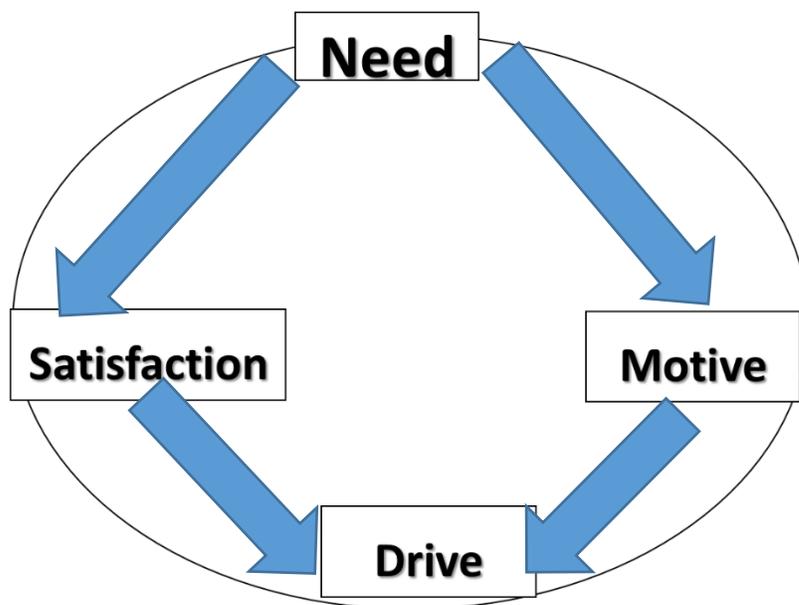
- **Personality:** Some people are more intrinsically motivated, while others are driven by external rewards.
- **Values and Beliefs:** What a person values will influence their motivation (e.g., someone who values family may be motivated to work harder for their family's well-being).
- **Emotions:** Positive or negative emotions can significantly impact motivation (e.g., feeling excited about a new project or discouraged by past failure).

2. External Factors:

- **Social Influence:** The expectations, encouragement, or pressures from others (friends, family, and society) can influence motivation.
- **Environment:** The physical and organizational environment can impact motivation, such as having access to resources, a supportive workplace, or a conducive study environment.
- **Rewards and Recognition:** External rewards (like money, awards, praise) can drive people to perform certain tasks.

Motivation Cycle

The **motivation cycle** refers to the continuous process of setting goals, taking actions, achieving outcomes, and then reflecting on those outcomes, which in turn influences future motivation. This cycle demonstrates how motivation is dynamic and self-reinforcing, and how achieving goals or facing challenges can either increase or decrease motivation for subsequent tasks. The cycle can be broken down into several key stages:



Techniques of Motivating Employees at Work Place

- Create friendly relationship
- Recognize employees' achievement
- Reward employees
- Maintain positive communication
- Encourage friendly competition
- Set meaningful goal
- Create a career path
- Being leader worth following

- Encourage creativity
- Encourage team work
- Welcome positive ideas
- Keep employees relaxed

Horizontal and Vertical Coordination for Organizational Growth

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Concept of Coordination

- ❑ Coordination refers to the process of organizing different elements or parts to work together efficiently and harmoniously toward a common goal. It can apply in various contexts, such as:
 - ❑ Physical coordination: The ability to control and synchronize body movements (like hand-eye coordination).
 - ❑ Team coordination: In a group or team, it involves ensuring everyone works together effectively, communicating, and aligning their efforts to achieve a shared objective.
 - ❑ Organizational coordination: The act of managing resources, tasks, and individuals to ensure smooth operation and goal attainment within a company or project.
 - ❑ Musical coordination: In music, it refers to the synchronization of instruments or performers to produce a unified sound.
 - ❑ In general, coordination is about making sure things fit or work together smoothly.

Major Types of Coordination

1. Internal Coordination

- **Definition:** This type of coordination occurs within a single organization or department, where employees or teams work together to achieve organizational goals.

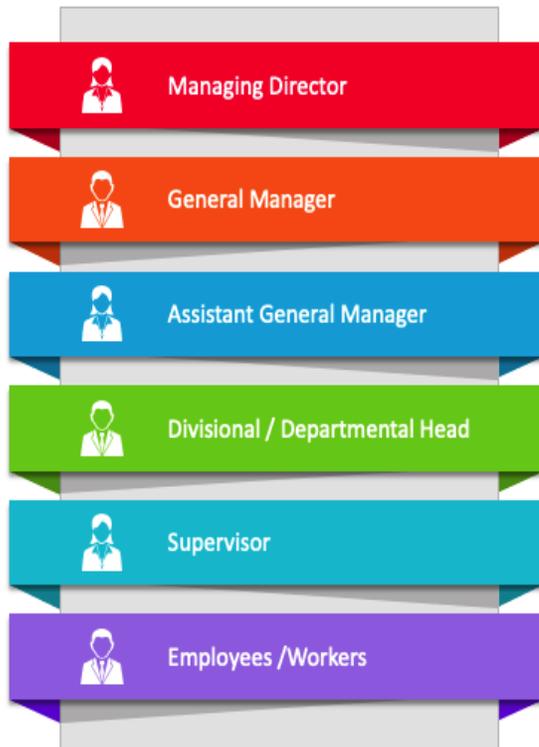
- **Example:** In a company, the marketing department coordinates with the sales department to ensure that marketing campaigns align with sales strategies.
- **Key Focus:** Efficient communication, aligning objectives, and ensuring internal processes flow smoothly.

2. External Coordination

- **Definition:** External coordination involves collaborating with individuals or organizations outside of your own company or department, such as clients, suppliers, or partners.
- **Example:** A business coordinating with a supplier to ensure that the necessary raw materials are delivered on time for production.
- **Key Focus:** Managing relationships, maintaining smooth interactions with external entities, and ensuring that external factors align with internal needs.

3. Vertical Coordination

- **Definition:** This type of coordination happens between different levels of the hierarchy within an organization. It involves communication and alignment between top management, middle management, and operational staff.
- **Example:** The CEO (top management) coordinating with department heads (middle management) to ensure strategic goals are executed at the operational level (staff).
- **Key Focus:** Ensuring that decisions made at higher levels are implemented effectively at lower levels and vice versa.



- In a vertical business, the owner is typically above the entire chain of command, in addition to other characteristics, such as:
- Policies, proposals, strategies, and decision-making originate with the CEO.
- The higher-ups in the organization have the most power and control.
- The department manager needs to oversee how things are done and make sure that all important decisions are put into action. There are well-defined roles and duties.
- Employees don't tend to participate in decision-making.

Techniques of Vertical Coordination

i. Clear Hierarchical Structures

- **Description:** Establishing well-defined roles and authority levels within the organization, where each level has a clear responsibility and reporting structure.
- **Benefit:** Ensures that decision-making processes are streamlined and that there's clarity about who reports to whom and who is responsible for what.

ii. Regular Reporting Systems

- **Description:** Implementing formal systems where lower levels regularly report progress, issues, and performance metrics to higher management (e.g., weekly status reports, performance dashboards).
- **Benefit:** Keeps upper management informed of progress, challenges, and achievements, enabling timely intervention or support.

iii. Top-Down Communication

- **Description:** Communication from upper management to lower level that clearly articulates strategic goals, priorities, and expectations.
- **Benefit:** Helps ensure that all employees understand the broader vision and their role in contributing to the organization's success.

iv. Bottom-Up Communication

- **Description:** Encouraging and facilitating feedback and suggestions from lower levels (operational staff) to higher levels (management) about challenges, concerns, and improvements.
- **Benefit:** Ensures that management is aware of ground-level realities and can make more informed decisions based on the experiences and insights of employees.

v. Management by Objectives (MBO)

- **Description:** A goal-setting process where management and employees at all levels agree on specific objectives, which are then used as a framework for evaluation.
- **Benefit:** Aligns individual and team goals with organizational objectives, creating a sense of shared purpose and direction.

vi. Performance Reviews and Feedback

- **Description:** Regular performance evaluations where upper management provides feedback to middle and lower management on how well they are performing against organizational goals.
- **Benefit:** Facilitates alignment of individual or team performance with organizational objectives and helps adjust strategies or priorities where necessary.

vii. Standard Operating Procedures (SOPs)

- **Description:** Establishing and communicating standardized procedures for performing tasks across the organization.
- **Benefit:** Ensures consistency in how tasks are carried out at all levels, reduces misunderstandings, and ensures alignment with organizational standards and goals.

viii. Management Meetings

- **Description:** Regular meetings (e.g., monthly or quarterly) between different levels of management to discuss progress, resolve issues, and plan for future actions.
- **Benefit:** Encourages dialogue between different management levels, helping to ensure alignment between strategic objectives and operational execution.

ix. Decentralized Decision-Making with Supervision

- **Description:** Delegating decision-making authority to lower levels while ensuring that the decisions align with higher-level strategic goals through regular supervision and oversight.
- **Benefit:** Increases responsiveness and flexibility at the operational level while maintaining alignment with overall organizational objectives.

x. Role Clarity and Responsibility Assignment

- **Description:** Clearly defining roles and responsibilities for each level in the organization to reduce ambiguity about decision-making and reporting lines.
- **Benefit:** Prevents overlaps or gaps in responsibility, ensuring that tasks and decisions are handled efficiently and with clear accountability.

xi. Strategic Planning and Cascading Goals

- **Description:** A process where strategic objectives set by top management are broken down into actionable goals at the departmental or team level.
- **Benefit:** Ensures that everyone in the organization is working toward the same overarching goals, creating alignment across different levels.

xii. Job Rotation and Development Programs

- **Description:** Programs that involve employees at lower levels rotating through different roles, including managerial roles, to understand both their responsibilities and the needs of other departments.
- **Benefit:** Enhances communication between management levels, improves understanding of how different functions work, and builds leadership skills.

xiii. Information Sharing and Technology Integration

- **Description:** Implementing systems and tools (such as ERP systems, internal communication platforms, or dashboards) that allow for seamless flow of information between different hierarchical levels.
- **Benefit:** Improves transparency and reduces the time taken for management to access critical information, helping to make better decisions at all levels.

xiv. Conflict Resolution Mechanisms

- **Description:** Establishing clear processes for resolving disagreements between levels of management or between management and operational staff.
- **Benefit:** Helps to address misunderstandings or tensions quickly, ensuring smooth coordination and collaboration across levels.

xv. Delegation and Empowerment

- **Description:** Empowering middle managers and lower-level employees by delegating decision-making authority within defined boundaries.
- **Benefit:** Encourages initiative and faster decision-making while ensuring decisions align with overall organizational strategies.

xvi. Training and Development

- **Description:** Providing training to employees at all levels on the organization's objectives, culture, and how to align their actions with broader strategies.
- **Benefit:** Ensures that all employees understand the organization's goals and the rationale behind decisions, helping them make decisions that align with top-level strategy.

xvii. Crisis Management Plans

- **Description:** Developing and communicating clear action plans for management at all levels in case of an organizational crisis or emergency.
- **Benefit:** Ensures that during critical moments, all levels of management know how to respond, communicate, and coordinate effectively.

Advantages of Vertical Coordination

- ▶ Conveying messages to subordinates
- ▶ Maintains good labor management relations
- ▶ Maintains organizational disciplines
- ▶ Explaining policies and plan
- ▶ Effective decision making
- ▶ Avoid by-passing
- ▶ Maintains chain of command
- ▶ Assigning jobs and evaluating performance

- ▶ Increase efficiency

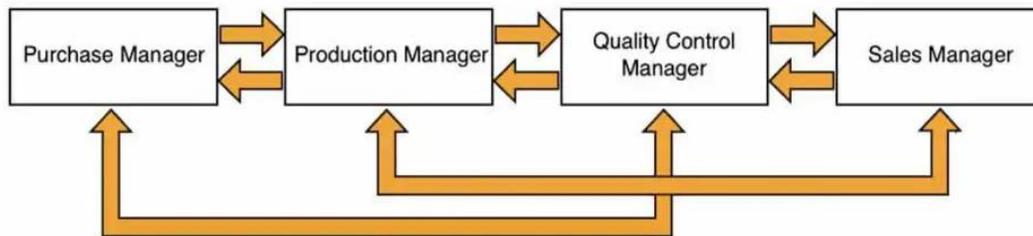
Disadvantages of Vertical Coordination

- ▶ Delay process: Vertical communication system is a delay process. It maintains long chain of command in large organization to exchange information.
- ▶ Disturbing discipline: In this communication, if the boss's role of direction is seen doubtful by the subordinates, the chain of command and disciplines may be broken.
- ▶ Efficiency reduces: Downward direction of vertical communication is commanding in nature. So there is no opportunity of the workers to become efficient.
- ▶ Distortion of information: Information may be fabricated by the employees to maintain lengthy channel. So through this communication, information may lose its originality.
- ▶ Slowness of system: Vertical communication is the slowest process of communication method because it requires passing through the various levels of an organization. For this it may become ineffective
- ▶ Negligence of superior: In this communication process, superior can neglect to send messages to their subordinates.

4. Horizontal Coordination

- **Definition:** Horizontal coordination occurs between departments, teams, or individuals at the same level within an organization. It ensures that everyone is working together across functions or divisions. Horizontal coordination involves collaboration between individuals or units at the same hierarchical level, fostering teamwork.

- **Example:** The HR department collaborating with the IT department to implement a new employee training program.
- **Key Focus:** Cross-functional teamwork, facilitating communication between peers, and ensuring that different departments or units work together towards a common goal.



Features of Horizontal Coordination

- ▶ **Team Collaboration:** Horizontal coordination involves teams working together as equals.
- ▶ **Open Communication:** Information flows freely among different departments or teams.
- ▶ **Flexibility:** The organization is adaptable, allowing for quick adjustments and responses.
- ▶ **Shared Goals:** Teams align their objectives, promoting a unified organizational purpose.
- ▶ **Interdependence:** Departments rely on each other, fostering a sense of mutual reliance.
- ▶ **Collaborative Decision-Making:** Decisions are made collectively, involving input from various levels.
- ▶ **Reduced Hierarchy:** There's less emphasis on strict hierarchies, encouraging a flatter organizational structure.

- ▶ **Information Sharing:** People share information with each other in a way that everyone can understand, so that knowledge doesn't get stuck in one place and everyone can learn more.

Techniques of Horizontal Coordination

i. Cross-functional Teams

- **Description:** Teams composed of members from different departments or areas of expertise who work together on a specific project or goal.
- **Benefit:** Promotes collaboration and a holistic approach to problem-solving, as team members bring diverse perspectives and skills.

ii. Regular Communication

- **Description:** Open and frequent communication between teams or departments, whether through meetings, emails, chat platforms, or collaboration tools.
- **Benefit:** Helps to keep everyone updated, ensures that there are no misunderstandings, and allows for quick resolution of issues.

iii. Joint Planning and Goal Setting

- **Description:** Departments or teams involved in a project jointly set clear objectives, timelines, and key results, ensuring alignment on priorities.
- **Benefit:** Creates a sense of shared purpose and accountability, making it easier to track progress and stay on the same page.

iv. Standardized Processes and Procedures

- **Description:** Establishing standardized workflows, documentation, and tools that everyone follows.
- **Benefit:** Reduces confusion and ensures that all teams are working with the same expectations and methods, improving efficiency.

v. Conflict Resolution Mechanisms

- **Description:** Clear processes for resolving conflicts or disagreements that arise between departments or teams.
- **Benefit:** Prevents conflicts from escalating and ensures a productive and collaborative environment.

vi. Shared Information Systems

- **Description:** Using collaborative tools, databases, or project management software where different departments can share information and access real-time updates.
- **Benefit:** Ensures that everyone has access to the same data, improving transparency and coordination.

vii. Rotation Programs

- **Description:** Employees rotate between departments or teams to gain a broader understanding of the organization's operations.
- **Benefit:** Fosters empathy and cooperation between departments and helps employees understand the challenges faced by other teams.

viii. Informal Networks and Social Interactions

- **Description:** Encouraging social activities and informal interactions across departments (e.g., team-building events, lunch breaks together).
- **Benefit:** Helps build trust and relationships outside of formal work tasks, making collaboration smoother when work challenges arise.

ix. Leadership and Role Clarity

- **Description:** Clear leadership structures and well-defined roles within each team or department, so everyone knows their responsibilities and who to turn to for decisions.
- **Benefit:** Reduces confusion and streamlines decision-making, which is critical for horizontal coordination.

x. Decentralized Decision-Making

- **Description:** Allowing teams or departments the autonomy to make certain decisions without needing approval from higher levels of management.
- **Benefit:** Speeds up decision-making and encourages teams to take ownership of their work.

xi. Shared Performance Metrics

- **Description:** Establishing performance metrics that are shared across departments, focusing on collective goals rather than individual ones.
- **Benefit:** Encourages cooperation between departments and fosters a team-based approach to achieving results.

xii. Feedback Mechanisms

- **Description:** Creating systems for regular feedback between teams or departments, allowing for continuous improvement.
- **Benefit:** Helps identify and address any misalignments or issues early, preventing larger problems down the line.

Advantages of Horizontal Coordination

- i. **Improved Communication:** It fosters open and direct communication across different units or teams, ensuring that everyone is on the same page. This reduces misunderstandings and streamlines processes.
- ii. **Enhanced Collaboration:** By working together, teams or departments can combine their expertise, leading to better problem-solving, innovation, and the sharing of resources or ideas.
- iii. **Faster Decision-Making:** Since horizontal coordination involves peers rather than involving higher-ups, decisions can often be made more

- quickly, which helps in adapting to changes or addressing issues promptly.
- iv. **Increased Flexibility:** Teams can adapt more easily to changing circumstances because they have the autonomy to adjust plans and processes in collaboration with others at the same organizational level.
 - v. **Stronger Teamwork and Morale:** Horizontal coordination promotes a sense of equality and mutual respect, which can improve employee morale and foster a more positive work culture.
 - vi. **Reduced Redundancy:** By coordinating horizontally, teams can ensure that their work is aligned, reducing duplicate efforts and ensuring that resources are being utilized efficiently.
 - vii. **Better Customer Service:** When departments or teams collaborate effectively, they can address customer needs more comprehensively and efficiently, leading to better overall service delivery.
 - viii. **Innovation and Knowledge Sharing:** Teams from different areas can share knowledge and experiences, leading to new perspectives, better solutions, and innovation within the organization.

Disadvantages of Horizontal Coordination

- i. **Lack of Authority:** Since horizontal coordination involves peers rather than higher-level management, there may be a lack of clear authority or decision-making power, which can lead to disagreements or confusion about how to resolve conflicts.
- ii. **Potential for Conflict:** Different departments or teams may have competing goals, priorities, or working styles. Without a clear hierarchy to resolve conflicts, this can lead to tension and inefficiencies.
- iii. **Coordination Overload:** Frequent collaboration across teams can sometimes lead to excessive meetings, discussions, and decision-making

- processes, which may slow down overall progress and reduce productivity.
- iv. **Unclear Accountability:** When teams are coordinating horizontally, it can sometimes be difficult to establish who is ultimately responsible for specific outcomes, leading to confusion about accountability and ownership of tasks.
 - v. **Resource Duplication:** Without a strong central authority overseeing horizontal coordination, there may be duplication of efforts or resources as different teams might work on similar projects or initiatives without realizing it.
 - vi. **Inconsistent Decision-Making:** Without standardized processes or guidelines, decisions made through horizontal coordination might vary across teams, leading to inconsistencies and a lack of alignment in the organization.
 - vii. **Limited Strategic Vision:** Horizontal coordination tends to focus more on operational concerns, which may sometimes lead to a narrow, short-term focus rather than aligning with the broader strategic goals of the organization.
 - viii. **Coordination Fatigue:** The need for constant coordination can be draining, especially if teams are large or there is a lot of back-and-forth communication. This can lead to burnout or disengagement from the process.
 - ix. **Resistance to Change:** Some team members or departments may be resistant to horizontal coordination, especially if they are accustomed to working independently or if they feel that it disrupts their established workflows.

- x. **Inefficiency in Complex Decisions:** When decisions are complex and require specialized knowledge, horizontal coordination can become inefficient if team members lack the required expertise to make well-informed decisions or if they need to consult multiple departments.

5. Sequential Coordination

- **Definition:** In sequential coordination, the work or tasks of different individuals or teams are dependent on each other. One team's output becomes another team's input. **Vertical coordination**, involves communication and collaboration between different hierarchical levels in an organization, ensuring alignment and efficient flow of information.
- **Example:** In a manufacturing process, the assembly line depends on the timely delivery of parts by a previous team. If one part is delayed, the whole process can be affected.
- **Key Focus:** Timing, sequencing, and ensuring that each step or task is completed on time to maintain workflow.

6. Reciprocal Coordination

- **Definition:** This occurs when there is mutual dependence between two or more parties, where each party is both a sender and receiver of information or action. Unlike sequential coordination, reciprocal coordination involves continuous back-and-forth communication and collaboration.
- **Example:** In a research project, two teams may share data and insights continuously, adjusting their work based on the other team's findings and progress.

- **Key Focus:** Ongoing communication, feedback loops, and dynamic adjustments as teams collaborate.

7. Mutual Coordination

- **Definition:** Mutual coordination refers to the collaborative effort between individuals or groups who work together to achieve common goals, without a clear-cut hierarchical relationship. Each party has a degree of autonomy while still being aligned toward the same objective.
- **Example:** Two companies forming a joint venture where both parties share decision-making and resources equally, coordinating efforts to develop a new product.
- **Key Focus:** Equal collaboration, shared decision-making, and cooperation to achieve mutual goals.

8. Spatial Coordination

- **Definition:** Spatial coordination refers to the physical arrangement and organization of resources, activities, or individuals in space to maximize efficiency and reduce obstacles to achieving goals.
- **Example:** In a hospital, coordinating the layout of rooms, medical equipment, and staff to optimize patient flow and treatment times.
- **Key Focus:** Optimizing space and resource allocation to enhance productivity and minimize delays.

9. Task Coordination

- **Definition:** Task coordination refers to organizing and aligning specific activities, tasks, or processes so that they are performed in the correct order and by the right people.

- **Example:** A project manager coordinating different teams to ensure tasks in a software development project are completed on schedule (e.g., coding, testing, design).
- **Key Focus:** Task sequencing, role assignment, and ensuring that tasks are completed on time.

10. Crisis Coordination

- **Definition:** This type of coordination is required during emergencies or crises, where the situation demands quick, effective action from multiple parties, both internally and externally.
- **Example:** Coordinating between emergency responders, healthcare professionals, and government agencies during a natural disaster.
- **Key Focus:** Rapid decision-making, clear communication under pressure, and resource allocation during high-stress situations.

Summary of Key Types of Coordination

- **Internal Coordination:** Within a single organization or team.
- **External Coordination:** With outside parties, such as suppliers or clients.
- **Vertical Coordination:** Between different levels of the organizational hierarchy.
- **Horizontal Coordination:** Between departments or teams at the same level.
- **Sequential Coordination:** Tasks dependent on one another, with a clear sequence of activities.
- **Reciprocal Coordination:** Continuous back-and-forth communication and interdependence between teams or individuals.

- **Mutual Coordination:** Equal collaboration among independent parties working toward a common goal.
- **Spatial Coordination:** Organizing physical spaces or locations to optimize operations.
- **Task Coordination:** Aligning tasks and activities for efficiency and order.
- **Crisis Coordination:** Coordinating efforts in emergency situations to respond effectively.

Dimension	Vertical Coordination	Horizontal Coordination
Decision making	In vertical companies, the magnitude of decisions falls to higher leadership positions and becomes smaller as you move down.	employees are empowered to make decisions
Employee participation level	It's rare for managers or owners to consult employees before making changes.	employees are motivated to be a part of strategic decisions for the company
Communication flow	Generally slow and transmitted only to departmental leaders,	Free information flow
Efficiency level	Approval processes tend to be very complex	Approval process is quite easy and simple
Creativity level	It restrain creativity and innovation	Encourage creativity, leaving employees totally free to think and create.

Collaboration level	This can happen only during official meetings or events where people from the same area work together.	Collaboration is stimulated to happen automatically
Willingness to take risk	Failure is avoided at any cost, which generates defensive strategies from managers	in horizontal businesses, opportunity cost is considered a benefit, rather than a risk.

Concept of Organizational Growth

- Organizational growth refers to the process of a company or organization expanding in size, capacity, and capabilities over time.
- This growth can manifest in various ways, including increased revenue, expanded workforce, new products or services, enhanced market share, and improved operational efficiency.
- There are different dimensions of organizational growth:
- Financial Growth: Increase in revenue, profits, and overall financial performance.
- Market Expansion: Entering new markets or broadening the customer base, often through geographic or demographic expansion.
- Product/Service Development: Expanding the range of products or services offered to attract new customers or better serve existing ones.
- Operational Growth: Improving internal processes, technologies, and infrastructure to support larger operations.
- Employee Growth: Expanding the workforce or fostering professional development within the company.
- Brand Recognition: Enhancing the company's reputation and presence in the market.

- ❑ Organizational growth can be driven by strategic planning, innovation, leadership, market demand, and adapting to changes in the business environment. It requires effective management and adaptation to challenges that arise as the organization evolves.

Structure of Organization

Different organizational structures may have different levels and types of employees.

Vertical structures often have many managers. These structures include upper and middle-level managers.

Horizontal structures, however, often have a few managers with many autonomous employees.

Role of Horizontal and Vertical Coordination for Organizational Growth

Both **horizontal** and **vertical coordination** play crucial roles in fostering organizational growth, but they do so in different yet complementary ways. Together, these coordination strategies ensure that different levels and departments within an organization work in harmony, leading to improved efficiency, innovation, and adaptability.

Role Horizontal Coordination in Organizational Growth

- **Enhanced Collaboration and Innovation:** Horizontal coordination fosters collaboration between different teams, such as marketing, finance, and operations. When departments work together and share information and resources, they are more likely to come up with innovative solutions to problems and new products or services. This innovation is critical for growth in competitive markets.

- **Streamlined Operations:** Effective horizontal coordination reduces inefficiencies by eliminating redundant tasks, standardizing processes, and improving communication across departments. This leads to smoother workflows, which help organizations scale and expand more efficiently.
- **Improved Customer Service:** When departments collaborate effectively, they can provide a seamless experience for customers. For instance, the sales team may work with the logistics team to ensure timely deliveries, enhancing customer satisfaction, which is key to building loyalty and encouraging growth.
- **Flexibility and Responsiveness:** Horizontal coordination enables organizations to respond quickly to market changes or customer needs. With teams aligned, they can swiftly adjust processes, marketing campaigns, or product offerings without waiting for approval from higher levels of management, facilitating faster decision-making.
- **Empowerment of Employees:** Horizontal coordination encourages autonomy within teams and departments. This empowers employees to make decisions and take ownership of their work, boosting morale and productivity, which contributes to overall growth.

Role of Vertical Coordination for Organizational Growth

- **Alignment of Strategy and Execution:** Vertical coordination ensures that the strategic vision and long-term objectives set by upper management are communicated clearly to all levels of the organization. This alignment ensures that everyone is working towards the same goals, creating a unified direction that drives organizational growth.

- **Clear Decision-Making and Accountability:** With strong vertical coordination, decision-making authority is clearly defined, and accountability is established at each level of the organization. This clarity prevents confusion, reduces duplication of effort, and ensures that growth initiatives are implemented efficiently.
- **Effective Resource Allocation:** Vertical coordination helps management at all levels allocate resources effectively. For example, when upper management has visibility into departmental needs and challenges, they can make better decisions regarding the allocation of budgets, staff, and tools. This ensures that resources are directed toward areas that will contribute to growth.
- **Motivation and Leadership:** When middle managers and operational staff clearly understand the strategic goals and their role in achieving them, they are more motivated to perform at a high level. Additionally, upper management can provide guidance and support, ensuring that teams are aligned with broader organizational objectives.
- **Risk Management and Crisis Response:** Vertical coordination helps to manage risks and respond to crises. When communication is clear between levels, potential risks can be identified early, and appropriate actions can be taken. In times of crisis, coordination ensures that the organization can respond quickly and efficiently, minimizing the negative impact on growth.
- **Organizational Learning and Adaptation:** Vertical coordination allows for feedback from lower levels to reach upper management, providing insights into operational challenges, customer needs, and market trends. This feedback loop enables the organization to learn from its experiences and adapt its strategies, which is essential for continuous growth.

Integrating Horizontal and Vertical Coordination for Growth When horizontal and vertical coordination work together, organizations can achieve optimal growth. For example:

- **Strategic Flexibility:** Horizontal coordination allows departments to work together, adapt to new opportunities, and innovate, while vertical coordination ensures that these efforts are aligned with the overall strategic direction of the company. This synergy enables organizations to remain flexible while staying focused on long-term goals.
- **Balanced Decision-Making:** Horizontal coordination empowers departments to make decisions at the operational level, while vertical coordination ensures that these decisions align with the organization's strategic objectives. This balance enhances agility without sacrificing direction.
- **Knowledge Sharing and Empowerment:** Horizontal coordination fosters a collaborative environment where employees share knowledge, skills, and best practices across departments. Vertical coordination then ensures that this knowledge is leveraged by management to make informed strategic decisions, leading to sustainable growth.
- **Organizational Culture:** A culture that promotes both horizontal and vertical coordination is likely to encourage transparency, accountability, and collaboration at all levels. This creates an environment where employees at all levels feel empowered and aligned with the organization's goals, leading to higher productivity and growth.

Conclusion

Both **horizontal** and **vertical coordination** are essential for driving organizational growth. Horizontal coordination helps foster collaboration, innovation, and operational efficiency across departments, while vertical coordination ensures alignment between strategy and execution, accountability, and effective decision-making. When both forms of coordination are integrated effectively, organizations can adapt to changes, leverage opportunities, and scale sustainably, driving long-term growth and success.

Time Management for Organizational Effectiveness

Humaira Sharmeen
Lead Consultant & Trainer
Campus to Corporate

Time Management

Effective time management is crucial for organizational effectiveness, enabling efficient task completion, improved productivity, and better work-life balance by prioritizing tasks, setting goals, and using time management tools. **Time management is a critical skill in the workplace.** It is essential for achieving productivity, reducing stress, and maintaining a healthy work-life balance.

Participants in the *Time Management Training* course will learn to:

- Achieve better results through effective planning and clarifying objectives
- Spend more time working toward your high-value goals
- Use time management tools more effectively
- Set goals and prioritize them to determine if activities are goal-directed
- Spend less time putting out fires each day
- Become effective at delegating lower priority items

Course Outlines

- Impact of time management on Organizational Effectiveness
- Strategies for success

What is time?



Keys to Time Management

1. Set reminders for all of your tasks.
2. Create a daily planner.
3. Give each task a time limit.
4. Block out distractions.
5. Establish routine.

Theories of time management

- https://www.youtube.com/watch?v=6_N_uvq41Pg



4D's of Time Management

Category	Action	Examples
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Time Management Matrix

- It was introduced by [Dwight D. Eisenhower](#), who believed that priority is related both to a task's importance and its urgency
- [Stephen Covey](#), popularized and expanded Eisenhower's matrix. He concluded that efficient management strategies are not about managing time itself. Rather, they are about **how to focus attention and prioritize**

Time management Matrix

1. Quadrant 1: Urgent and important
2. Quadrant 2: Not urgent but important
3. Quadrant 3: Urgent but not important
4. Quadrant 4: Not urgent and not important

	URGENT	NOT URGENT
IMPORTANT	Quadrant I: Urgent & Important	Quadrant II: Not Urgent & Important
NOT IMPORTANT	Quadrant III: Urgent & Not Important	Quadrant IV: Not Urgent & Not Important

Prepare your time matrix for next seven days

	Urgent	Not Urgent
Important	I Fire Fighting Crises Pressing problems Deadline-driven projects	II Quality Time Prevention, capability improvement Relationship building Recognizing new opportunities Planning, recreation
Not Important	III Distraction Interruptions, some callers Some mail, some reports Some meetings Proximate, pressing matters Popular activities	IV Time Wasting Trivia, busy work Some mail Some phone calls Time wasters Pleasant activities

Q1: **Necessities**. Tasks that are critical and require immediate attention

- It is clear that anything that falls into this category is very important and **deserves the necessary time and focus**.
- Examples of activities that fall into this quadrant are
 - prescheduled meetings with customers, improvements to be implemented, solving urgent problems, etc. Highly effective people should start with tasks in this quadrant.

Q4: **Waste**. Tasks are neither urgent nor important

- Basically, these are **time wasters**
- The danger is spending too much time on them resulting in **wasting precious time**.

Q3: **Distractions**, urgent but unimportant in the long term

- They are often considered **fun or easy** and therefore tend to be prioritized. On close inspection, they may be removed from the work schedule.
- It is important to reduce their number as much as possible. One way this can be done is by **delegating** them. Another solution is to **batch** and complete many of these smaller tasks together.
- Actively scheduling **one hour for answering emails** is more efficient than answering them individually throughout the day.

Q4: **Waste**. Tasks are neither urgent nor important

- Basically, these are **time wasters**
- The danger is spending too much time on them resulting in **wasting precious time**.

Coveys time management matrix

	Urgent	Not Urgent
Important	I Fire Fighting Crises Pressing problems Deadline-driven projects	II Quality Time Prevention, capability improvement Relationship building Recognizing new opportunities Planning, recreation
Not Important	III Distraction Interruptions, some callers Some mail, some reports Some meetings Proximate, pressing matters Popular activities	IV Time Wasting Trivia, busy work Some mail Some phone calls Time wasters Pleasant activities

Benefits of this matrix

- Increased productivity
- Self-Discipline
- Clear habits
- Learn to let go
- Improve planning skills



Importance of time Management for Organizational Effectiveness

Let's take a look at the benefits of practicing time management and organizational skills:

1. Helps save time

Effective time management improves your ability to focus. You will be able to complete your task list in less time and have more hours to relax – creating an excellent work-life balance. Moreover, good organizational skills can help you avoid searching through piles of paperwork or an unnamed folder on your computer to find important documents. This can save time — which you can spend on more important tasks.

2. Improves efficiency

Any time management skill teaches you to take control of your own time. You also learn to focus better on your tasks and complete them in less time, resulting in enhanced efficiency. Additionally, proper organization skills ensure that you have all the necessary information and resources to complete the task. This lets you avoid last-minute scrambling and instead focus on quality. Consequently, avoiding these last-minute tasks not only helps deliver work on time but significantly increases your productivity and decreases your stress level.

3. Greater reliability and less stress

Working in an organized workplace can make you feel focused and stress-free. You won't be running around looking for information, sorting through unorganized paperwork, or dealing with the consequences of someone else's poor time management abilities. Conversely, when you manage your time well, your team members are likely to develop a sense of reliability. They know that you do your work diligently, don't give in to procrastination, and hence they can trust you.

4. Better work quality

With good time management skills, you can quickly prioritize your work and allow enough time to tasks based on their complexity. As a result, you're able

to focus on that specific task and deliver work with fewer errors. Moreover, if it's a challenging task, you'll have enough time in hand to resolve it and provide results of the expected quality.

5. Leaves a good impression

Whether it's a company's decision-makers or an employee, their values and work ethic directly influence company culture and profitability. When an individual learns to manage time, they'll be able to complete their own work and meet project deadlines – quickly achieving their daily goals. This way, they leave a good impression on their seniors and colleagues and set an example for them to follow. To help you get the most out of time management and organization, let's look at some sure-fire tips to hone your skills.

Smart Tips for Improving Time Management and Organizational Effectiveness

1. Prioritizing tasks

Making to-do lists can help you physically prioritize your tasks. You can also understand the upcoming due dates or how the task affects others to get certain things done first. But you can also use various time management techniques and strategies to prioritize your tasks. Here are three simple methods:

A. Urgent Vs. important

Urgent tasks require your immediate attention. However, just because a task is urgent doesn't necessarily mean it's important. Completing urgent tasks of little significance can cost you a lot of time. That's why you should also figure out the importance of your urgent tasks. *How do you do that?* You can use the Eisenhower matrix given below to keep your tasks organized:

	Urgent	Not urgent
Important	Do Do these tasks right away.	Decide Decide when to do these tasks.
Not important	Delegate Delegate if possible.	Delete Set these aside to do later or eliminate them.

This simple matrix can help you visualize your tasks. You can then consider the long-term outcome of these tasks and focus on those that will make you not only productive but efficient.

How to Use the Covey Matrix identify your priorities?



Put it in writing, include deadlines and do it regularly!

Stress management for organizational effectiveness

Humaira Sharmeen
Lead Consultant & Trainer
Campus to Corporate

This training on "Effective Stress Management for Organizational Effectiveness" will equip participants with the knowledge and skills to identify, manage, and reduce stress, ultimately improving individual and organizational well-being and performance.

Participants in the *Stress Management Training* course will learn to:

- The stress management training will enable participants to consider the management of workplace stress at an individual and organizational level.
- It will also help participants develop and implement effective strategies to prevent and manage stress at work.

Course Outlines

- Teaching employees how to be aware of the signs of stress; this will allow them to know when stressors are present
- Instructing participants on how to interrupt behavior patterns when they experience the beginning of a stress reaction

Stress Management at work place

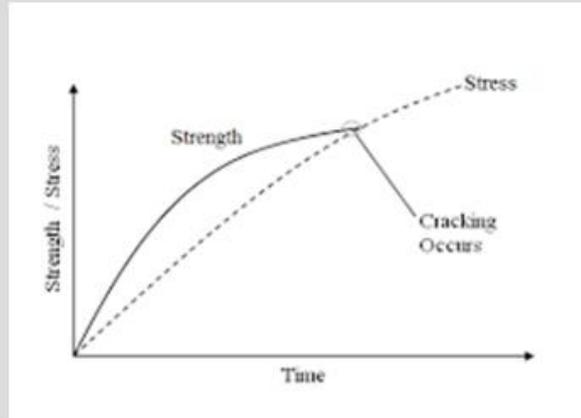


What is stress?

- "STRESSED" is "DESSERTS" spelled backwards



Any connections between time and stress?



Is it a bad day or burn out?

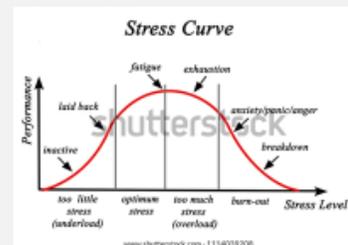


What is burn out?



Stress

- Pattern of emotional states, cognitions and physiological reactions occurring in response to stressors.
- Stressors
- Strain : effect of stress

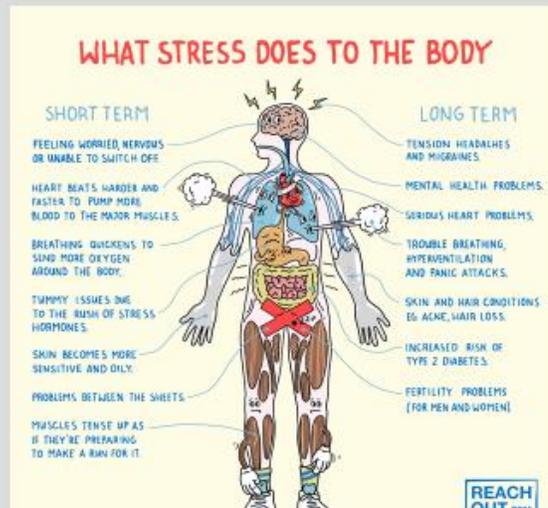


Work related stressors

- Some jobs are more stressful than others
- **Some stressors**
 - Decision making
 - Constant monitoring of devices
 - Constant exchange of information with others
 - Unpleasant physical conditions
 - Performing unstructured tasks
 - High competition
 - Long working hours
 - Time pressure



Short-term vs. long term stress



Short-term

Physical

Rapid breathing/ heart rate
 Feeling tense / revved up
 GI problems
 Can't sleep/ Exhausted
 Appetite changes
 Decreased sexual drive
 Increased substance use

Emotional

Crying
 Irritable/angry
 Feeling overwhelmed
 Withdrawing from friends
 Feeling hopeless / powerless

Cognitive

Hard to concentrate
 Confusion
 Racing thoughts
 Shutting down
 Procrastination
 Avoidance

Managing stress What can you do as an individual?



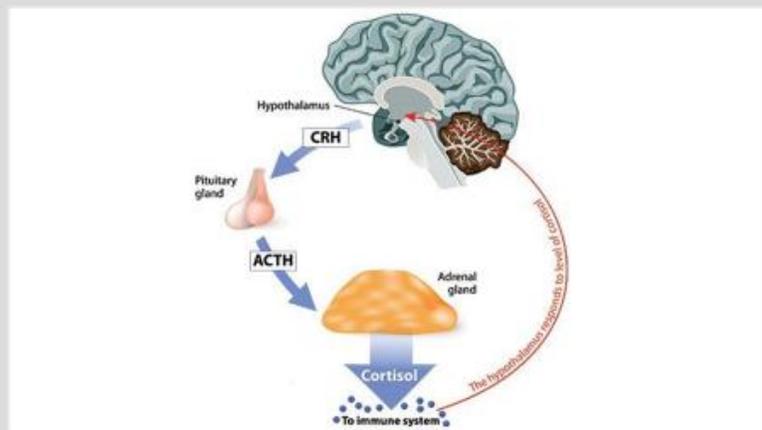
Managing stress What can you do as an individual?



Managing stress... what can organizations do?

- Family-support practices
- Reduction of work- family conflicts
- On-site day care
- Flexible schedule /Work from home
- Stress management programs
 - Techniques of relaxation
 - Meditation

Cortisol: the stress hormone



Stress management matrix

- Stress and time are not two distinct variables.
- Stress and time are co-dependent. **Like two sides of the same coin.**
- Hence, time management and stress management need to in sync with each other all the time.

Stress management matrix



Any relationship between time, stress and depression at work place?



A big YES

Team Building and its Importance in Human Resource Management

Md. Al Mobasher Hussen
Principal Training Officer, BARC

Table of Contents

1. Introduction to Team Building

- Definition
- Importance of Team Building in HRM

2. Benefits of Effective Team Building

- Enhanced Collaboration
- Improved Communication
- Increased Employee Engagement
- Boosted Morale and Motivation
- Greater Innovation and Creativity

3. Types of Teams

- Functional Teams
- Cross-Functional Teams
- Self-Managed Teams

- Virtual Teams

4. Stages of Team Development

- Forming
- Storming
- Norming
- Performing
- Adjourning

5. Key Elements of Successful Teams

- Clear Goals and Objectives
- Defined Roles and Responsibilities
- Trust and Mutual Respect
- Effective Communication
- Conflict Resolution

6. Team Building Strategies and Activities

- Icebreakers and Team Bonding Activities
- Problem-Solving Exercises
- Role Clarification Activities
- Trust-Building Exercises
- Communication Improvement Activities

7. Role of HR in Team Building

- Facilitating Team Development
- Providing Resources and Support
- Training and Development Programs
- Monitoring and Evaluation

8. Challenges in Team Building

- Managing Diverse Teams
- Overcoming Resistance to Change
- Addressing Conflict
- Maintaining Motivation

9. Case Studies and Examples

- Successful Team Building Initiatives
- Lessons Learned from Failed Teams

10. Continuous Improvement in Team Building

- Regular Feedback and Assessment
- Adapting to Organizational Changes
- Investing in Ongoing Training

1. Introduction to Team Building

Definition

Team building is the process of creating a cohesive group of individuals who work together effectively towards a common goal. It involves activities and exercises designed to enhance team performance and foster a collaborative work environment.

Importance of Team Building in HRM

In Human Resource Management (HRM), team building is essential for developing high-performing teams that contribute to the organization's success.

It enhances employee relationships, increases productivity, and aligns team goals with organizational objectives.

2. Benefits of Effective Team Building

Enhanced Collaboration

Effective team building fosters a culture of collaboration where team members work together, share ideas, and leverage each other's strengths to achieve common goals.

Improved Communication

Team building activities improve communication by breaking down barriers, promoting open dialogue, and ensuring that all team members are on the same page.

Increased Employee Engagement

Engaged employees are more committed and motivated. Team building activities increase engagement by making employees feel valued and connected to their team.

Boosted Morale and Motivation

Team building boosts morale by creating a positive work environment. Motivated teams are more productive and contribute to a better workplace culture.

Greater Innovation and Creativity

Diverse teams bring varied perspectives, leading to greater innovation and creativity. Team building encourages brainstorming and out-of-the-box thinking.

3. Types of Teams

Functional Teams

Functional teams are composed of members from the same department or area of expertise. They work on specific tasks related to their function.

Cross-Functional Teams

Cross-functional teams consist of members from different departments. They collaborate on projects that require diverse skills and knowledge.

Self-Managed Teams

Self-managed teams operate without direct supervision. Members are responsible for managing their own tasks and processes.

Virtual Teams

Virtual teams work remotely and rely on technology for communication and collaboration. They are becoming increasingly common in today's globalized workforce.

4. Stages of Team Development

Forming

In this initial stage, team members get to know each other and understand the team's purpose. There is often excitement and anticipation. Storming During the storming stage, conflicts and power struggles may arise as team members assert their opinions and roles.

Norming

In the norming stage, the team establishes norms and cohesive relationships. Members begin to work more effectively together.

Performing

The team reaches the performing stage when they operate efficiently towards their goals. Trust and collaboration are high.

Adjourning

In the adjourning stage, the team disbands after achieving their objectives. This can be a time for reflection and celebration of successes.

5. Key Elements of Successful Teams

Clear Goals and Objectives

Successful teams have well-defined goals and objectives that are understood and accepted by all members.

Defined Roles and Responsibilities

Clarity in roles and responsibilities ensures that team members know their tasks and how they contribute to the team's success.

Trust and Mutual Respect

Trust and respect among team members are crucial for effective collaboration and communication.

Effective Communication

Open and honest communication is the foundation of a successful team. It involves active listening, feedback, and transparency.

Conflict Resolution

Successful teams manage conflict constructively. They address issues promptly and work towards mutually beneficial solutions.

6. Team Building Strategies and Activities

Icebreakers and Team Bonding Activities

Icebreakers help team members get to know each other. Activities like group games and social events build rapport and camaraderie.

Problem-Solving Exercises

Problem-solving exercises challenge teams to work together to find solutions. This enhances critical thinking and collaboration.

Role Clarification Activities

Activities that clarify roles and responsibilities help reduce ambiguity and ensure everyone understands their contribution.

Trust-Building Exercises

Trust-building exercises, such as trust falls or collaborative tasks, enhance mutual trust and confidence among team members.

Communication Improvement Activities

Activities focused on improving communication skills, like workshops and role-playing, help team members express themselves clearly and listen actively.

7. Role of HR in Team Building

Facilitating Team Development

HR plays a key role in facilitating team development through training programs, workshops, and team-building activities.

Providing Resources and Support

HR provides the necessary resources and support for team-building initiatives, including budgets, venues, and materials.

Training and Development Programs

HR designs and implements training programs that focus on team dynamics, leadership skills, and conflict resolution.

Monitoring and Evaluation

HR monitors team performance and evaluates the effectiveness of team-building activities. Continuous assessment helps identify areas for improvement.

8. Challenges in Team Building

Managing Diverse Teams

Diverse teams bring different perspectives but can also face challenges in communication and integration. Effective management is crucial.

Overcoming Resistance to Change

Change can be met with resistance. HR must address concerns and communicate the benefits of team-building initiatives.

Addressing Conflict

Conflicts are inevitable in teams. HR should provide training on conflict resolution and mediate disputes when necessary.

Maintaining Motivation

Sustaining motivation requires ongoing efforts, including recognizing achievements and providing opportunities for growth.

9. Case Studies and Examples

Successful Team Building Initiatives

- Google's Project Aristotle: Focused on understanding what makes a team effective. Found that psychological safety, dependability, structure and clarity, meaning, and impact were key.
- Zappos: Emphasizes a strong company culture and team-building activities to ensure employee satisfaction and productivity.

Lessons Learned from Failed Teams

- NASA's Challenger Disaster: Highlighted the importance of communication and addressing concerns. The lack of psychological safety led to overlooked risks.
- Yahoo's Remote Work Ban: The decision to ban remote work led to decreased morale and productivity, showing the importance of flexibility and trust in team dynamics.

10. Continuous Improvement in Team Building

Regular Feedback and Assessment

Regular feedback from team members helps identify strengths and areas for improvement. Continuous assessment ensures that teambuilding initiatives remain effective.

Adapting to Organizational Changes

Teams must adapt to changes in organizational structure, strategy, and goals. HR should facilitate this adaptation through support and resources.

Investing in Ongoing Training

Ongoing training and development are essential for maintaining high performing teams. Investing in team-building programs ensures long-term success.

Conclusion

Team building is a critical component of Human Resource Management that enhances collaboration, communication, and overall organizational performance. By implementing effective team-building strategies and continuously improving these efforts, HR can foster a positive work environment and drive the success of the organization.

Leadership for Organizational Growth and Management

Md. Ferdousur Rahman

Associate Professor
European University of Bangladesh

Introduction

Welcome to the Leadership for Organizational Growth and Management training program. This lecture aims to equip participants with practical leadership skills, strategic insights, and management techniques to foster growth and innovation within their organizations.

Lecture 1: Understanding Leadership

Key Topics:

- Definition of leadership and its role in organizational growth.
- Differences between leadership and management.
- Leadership styles: Transformational, Servant, Transactional, Autocratic, Democratic, and Laissez-faire.
- Self-assessment activity: Identifying personal leadership strengths and areas for improvement.
- Case Study: Examining a successful leader's impact on organizational success.

Discussion Questions:

1. What makes a great leader?
2. How does leadership differ from management in real-world scenarios?
3. Which leadership style do you resonate with, and why?

Lecture 2: Vision and Strategic Planning

Key Topics:

- The importance of a clear vision in leadership.
- Setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals.
- How to develop and execute a strategic growth plan.
- Aligning leadership actions with organizational goals.
- Case Study: A company that successfully implemented strategic planning.

Discussion Questions:

1. Why is vision crucial for an organization's success?
2. How do leaders effectively communicate and implement strategic plans?
3. What challenges might arise in strategic planning, and how can they be overcome?

Lecture 3: Decision-Making and Problem-Solving

Key Topics:

- Models of decision-making: Rational, Intuitive, and Collaborative approaches.
- Identifying challenges and applying problem-solving techniques.
- Risk assessment and crisis management strategies.
- Case Study: A leadership challenge and how it was resolved.

Discussion Questions:

1. What are the most common decision-making pitfalls?
 2. How can leaders ensure they make informed decisions under pressure?
 3. Can you share an example of a leadership decision you made and its impact?
-

Lecture 4: Building High-Performing Teams

Key Topics:

- Characteristics of high-performing teams.
- Motivation theories (Maslow, Herzberg, McGregor) and their applications.
- Effective delegation and team empowerment.
- Managing diversity and fostering an inclusive workplace.
- Case Study: A successful team-building initiative.

Discussion Questions:

1. What motivates employees to perform at their best?
 2. How can leaders encourage collaboration and trust within teams?
 3. What are the key challenges in managing diverse teams, and how can they be addressed?
-

Lecture 5: Communication and Conflict Resolution

Key Topics:

- The role of communication in leadership.

- Active listening and feedback techniques.
- Conflict resolution strategies: Mediation, Negotiation, and Collaboration.
- Role-playing exercise: Practicing conflict resolution techniques.

Discussion Questions:

1. Why do communication breakdowns happen in organizations?
 2. What are effective ways to resolve conflicts in the workplace?
 3. How can leaders foster open and transparent communication?
-

Lecture 6: Innovation and Change Management

Key Topics:

- Creating a culture of innovation.
- Leading organizational change effectively.
- Overcoming resistance to change.
- Continuous improvement strategies.
- Case Study: A company's approach to innovation and adaptability.

Discussion Questions:

1. How can leaders encourage innovation within their organizations?
 2. What are the common reasons employees resist change, and how can leaders address them?
 3. Can you think of a time when an organization successfully managed change? What were the key factors?
-

Lecture 7: Accountability and Ethical Leadership

Key Topics:

- Defining ethical leadership and corporate responsibility.
- Creating a culture of accountability.
- Measuring leadership performance and providing feedback.
- Leadership development strategies for continuous growth.
- Case Study: Ethical leadership in action.

Discussion Questions:

1. Why is ethical leadership important for long-term success?
 2. How can leaders build a culture of accountability?
 3. What strategies can organizations implement to ensure ethical practices?
-

Conclusion & Next Steps

- Recap of key lessons from the module.
- Encouraging self-reflection and leadership action plans.
- Practical steps for continuous leadership improvement.
- Certification assessment and completion process.

Emotional Intelligence: Developing Soft Skills for Better Workplace Management

Md. Ferdousur Rahman
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Table of Contents

1. Introduction to Emotional Intelligence

- Definition
- Importance in the Workplace

2. Components of Emotional Intelligence

- Self-Awareness
- Self-Regulation
- Motivation
- Empathy
- Social Skills

3. Assessing Your Emotional Intelligence

- Self-Assessment Tools
- Feedback from Others

4. Developing Self-Awareness

- Understanding Emotions
- Reflective Practices
- Recognizing Emotional Triggers

5. Enhancing Self-Regulation

- Stress Management Techniques
- Impulse Control Strategies

• Developing Resilience

6. Cultivating Motivation

- Setting Personal and Professional Goals
- Building a Positive Mindset
- Self-Motivation Techniques

7. Practicing Empathy

- Active Listening Skills
- Understanding Others' Perspectives
- Developing Compassion

8. Improving Social Skills

- Effective Communication
- Conflict Resolution
- Building and Maintaining Relationships

9. Emotional Intelligence in Leadership

- Leading with Emotional Intelligence
- Inspiring and Motivating Teams
- Managing Change and Uncertainty

10. Case Studies and Examples

- Successful Applications of Emotional Intelligence
- Lessons Learned from Low Emotional Intelligence

11. Continuous Improvement in Emotional Intelligence

- Ongoing Learning and Development
- Seeking Feedback and Coaching
- Building an Emotionally Intelligent Workplace Culture

1. Introduction to Emotional Intelligence

Definition

Emotional Intelligence (EI) refers to the ability to recognize, understand, manage, and influence one's own emotions and the emotions of others. It involves a range of skills that help individuals navigate social complexities and make informed, empathetic decisions.

Importance in the Workplace

Emotional Intelligence is crucial in the workplace for fostering a positive work environment, enhancing teamwork, and improving leadership effectiveness. High EI contributes to better communication, conflict resolution, and overall job performance.

2. Components of Emotional Intelligence

Self-Awareness

Self-awareness involves understanding one's own emotions, strengths, weaknesses, and values. It is the foundation of EI.

Self-Regulation

Self-regulation is the ability to manage one's emotions and impulses, maintaining control and adapting to changing circumstances.

Motivation

Motivation refers to the internal drive to achieve goals, take initiative, and persist through challenges.

Empathy

Empathy is the ability to understand and share the feelings of others, fostering strong interpersonal connections.

Social Skills

Social skills encompass effective communication, conflict resolution, and the ability to build and maintain relationships.

3. Assessing Your Emotional Intelligence

Self-Assessment Tools

Utilize tools such as the Emotional Intelligence Appraisal, Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), and self-reflection questionnaires to evaluate your EI.

Feedback from Others

Seek feedback from colleagues, supervisors, and peers to gain insights into your emotional intelligence and areas for improvement.

4. Developing Self-Awareness

Understanding Emotions

Learn to identify and label your emotions accurately. Understand the impact of your emotions on your thoughts and behaviors.

Reflective Practices

Engage in reflective practices such as journaling and mindfulness meditation to increase self-awareness.

Recognizing Emotional Triggers

Identify situations or people that trigger strong emotional responses and develop strategies to manage them.

5. Enhancing Self-Regulation

Stress Management Techniques

Practice stress management techniques such as deep breathing, progressive muscle relaxation, and exercise to maintain emotional balance.

Impulse Control Strategies

Develop strategies to control impulsive behaviors, such as pausing before reacting and considering the consequences of your actions.

Developing Resilience

Build resilience by cultivating a growth mindset, seeking support when needed, and learning from setbacks.

6. Cultivating Motivation

Setting Personal and Professional Goals

Set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals to maintain motivation and track progress.

Building a Positive Mindset

Foster a positive mindset by focusing on strengths, celebrating achievements, and maintaining optimism.

Self-Motivation Techniques

Use self-motivation techniques such as visualization, positive affirmations, and rewarding yourself for accomplishments.

7. Practicing Empathy

Active Listening Skills

Improve active listening skills by giving full attention, reflecting on what is said, and responding thoughtfully.

Understanding Others' Perspectives

Make an effort to understand others' perspectives by asking questions, showing genuine interest, and avoiding judgment.

Developing Compassion

Cultivate compassion by practicing kindness, offering support, and recognizing the humanity in everyone.

8. Improving Social Skills

Effective Communication

Enhance communication skills by being clear, concise, and assertive. Use body language and tone to reinforce your message.

Conflict Resolution

Develop conflict resolution skills by staying calm, seeking common ground, and working towards win-win solutions.

Building and Maintaining Relationships

Build and maintain relationships by showing appreciation, being reliable, and investing time in others.

9. Emotional Intelligence in Leadership

Leading with Emotional Intelligence

Lead with EI by being aware of your emotions, managing them effectively, and demonstrating empathy and social skills.

Inspiring and Motivating Teams

Inspire and motivate teams by recognizing their contributions, providing support, and aligning their goals with organizational objectives.

Managing Change and Uncertainty

Manage change and uncertainty by maintaining a positive outlook, communicating openly, and supporting your team through transitions.

10. Case Studies and Examples

Successful Applications of Emotional Intelligence

- Southwest Airlines: Known for its strong corporate culture and emphasis on employee happiness, which enhances customer service and loyalty.
- Google: Focuses on emotional intelligence in hiring and leadership development, fostering innovation and collaboration.

Lessons Learned from Low Emotional Intelligence

- Enron: Lack of emotional intelligence at the leadership level contributed to unethical practices and ultimately, the company's downfall.
- Uber: Leadership issues related to low EI led to a toxic work environment and significant reputational damage.

11. Continuous Improvement in Emotional Intelligence

Ongoing Learning and Development

Engage in ongoing learning through workshops, seminars, and courses on emotional intelligence and related soft skills.

Seeking Feedback and Coaching

Regularly seek feedback from peers and supervisors. Consider working with a coach to develop your EI further.

Building an Emotionally Intelligent Workplace Culture

Promote an emotionally intelligent culture by encouraging open communication, supporting professional development, and recognizing and rewarding emotionally intelligent behavior.

Conclusion

Emotional Intelligence is a vital component of effective workplace management. By developing the skills outlined in this manual, individuals and organizations can create a more collaborative, productive, and positive work environment. Continuous improvement in emotional intelligence will lead to better leadership, stronger teams, and greater overall success.

Planning and Decision Making for Organizational Management

Dr. Mohammad Rafiqul Islam
Member Director (P&E), BARC

Planning

Planning is managerial functions where managers are required to establish goals and state the ways and means by which these goals are to be attained. Therefore, planning is taken as the foundation for future activities.

Management every time has to look for planning long-range and short-range future direction by estimating and evaluating the future behavior of the relevant environment and by determining the enterprise's own desired role.

Planning is the process of setting goals, determining resources, and creating a strategy that helps in the accomplishment of an organization's goals. A plan acts as a framework for how to achieve the set objectives.

Purposes of Planning

(i) **Facilitates Accomplishment of Objectives:** The aim of planning is to facilitate the attainment of objectives. It focuses its attention on the objectives of the organization. It states the objectives of each department in the organization and of the enterprise as a whole. This helps personnel to see the enterprise in its entirety and see how their actions contribute to its ultimate goal. Planning forces the managers to consider the future and revise its plans if necessary for achieving the objectives.

(ii) **Ensures Economy in Operations:** Since planning emphasizes efficient operation and consistency, it minimizes costs and gains economical operation. Coordinated group effort, even flow of work and deliberate decisions are due to planning.

(iii) **Precedes Control:** Control involves those activities which are carried out to force events to conform to plans. Plans serves as standards

of performance. Control seeks to compare actual performance with set standards. So control cannot be exercised without plans.

(iv) **Provide for Future Contingency:** Planning is required because future is uncertain. Planning enables the management to look into the future and discover suitable alternative Course of action. Planning helps the management to have a clear-cut idea about the future and frame a suitable programmer for action. Even when the future is highly certain, planning is essential to decide the best course of action.

(v) **Facilitates Optimum Utilization of Resources:** Various resources that are relevant to an organization namely, funds, physical resources, manpower, technological know-how, etc., are by and large inadequate due to demand from competing organizations and have 2 alternative users. This necessitates the organizations to make the best possible use of resources. Planning facilitates optimum use of available resources.

(vi) **Pre-requisites for other Managerial functions:** The purpose of planning is to provide a conceptual and concrete basis for imitating and undertaking other managerial functions like staffing, organizing, directing and control. Planning is a primary function and it goes a long way to improve efficiency of other functions of man agent and makes the management tasks more effective.

(vii) **All pervasive Function:** Planning is a function of managers at all levels though the scope, nature and extent of planning differs from one enterprise to another and from one level to another. Irrespective of the level and area of his operation, each and every manager has to perform these functions. Planning at the top level will be fundamental, broad and far-reaching. Managers at other levels may plan about their department activities for a short period.

Characteristics/Features of planning

1. Future Oriented: Planning is a forward-looking activity that is focused on creating a roadmap for the future. It involves setting goals, identifying the steps required to achieve these goals, and making decisions that will help to guide the organization towards its desired future state.

2. Pervasive Activity: Planning is a pervasive activity that takes place throughout an organization, at all levels, and in all areas of its operations. It is an essential aspect of organizational life and is critical to the success of any enterprise.

3. Intellectual Activity: Planning is an intellectual activity that requires the involvement of the top management. It requires the use of critical thinking, creativity, and problem-solving skills to identify the best path forward for an organization.

4. Primary Function and Focus on Goals: The primary function of planning is to set and achieve goals. It involves establishing a clear set of objectives and then developing strategies to meet those objectives. Planning helps to ensure that an organization stays focused on its goals and is able to prioritize its activities accordingly.

5. Time Frame: Planning has a time frame that is bound by the organization's goals and objectives. It involves the creation of a timeline for achieving specific outcomes, which helps to ensure that progress is made in a timely manner.

6. Continuous and Flexible Body: Planning is a continuous and flexible body of work that is constantly evolving and adapting to changing circumstances. It requires organizations to regularly assess their progress and make adjustments to their plans as necessary.

7. **Efficiency and Economy:** Planning is focused on achieving efficiency and economy in the use of resources. This means that it seeks to optimize the use of time, money, and other resources in order to achieve desired outcomes.

8. **Actionable and Attainable:** Planning should result in actionable and attainable goals and objectives. This means that the plans created should be specific, measurable, and realistic, and should provide clear guidance on how to proceed.

9. **Set of Priorities and a Means Only:** Planning is a means to an end, not an end in itself. It involves establishing a set of priorities and developing strategies to achieve those priorities. The ultimate goal of planning is to help organizations achieve their objectives in an efficient and effective manner.

10. **Based on Environmental Analysis:** Planning is based on a thorough analysis of the organization's internal and external environment. This analysis is used to identify opportunities and challenges and to inform the development of plans and strategies that are best suited to the organization's unique circumstances.

Types of Plan

A. On the basis of Managerial levels

1. Strategic/Corporate plans: These plans are developed by top management and outline the overall mission, goals, and objectives of an organization, typically for a 3–5-year time horizon. They are broad in scope and outline the direction of the organization

2. Tactical plans: These plans are developed to support the achievement of the strategic goals. They are developed by middle management and outline the specific actions required to achieve the goals set in the strategic plan. They have

a shorter time horizon (1-2 years) and are more focused on specific departments or functions

3. Operational plans: These plans are developed by front-line managers and detail the day-to-day tasks and resources required to implement the tactical plans. They have the shortest time horizon (weeks to months) and focus on the efficient and effective delivery of products or services.

B. On the basis of the uses of the plans

1. Single-use plans: These are plans that are developed for a specific, one-time purpose and are not intended to be repeated. For example, a plan for organizing a one-time event, such as a organization's picnic, is a single-use plan. Once the event is over, the plan is no longer needed.

2. Standing plans: These are plans that are developed to be used repeatedly and serve as a guide for recurring activities or decisions. For example, a organization's standard operating procedures or a department's monthly reporting process are examples of standing plans. They provide a consistent approach to repetitive tasks and help to ensure that similar activities are performed in a consistent manner.

C. On the basis of Flexibility of plans

1. Specific plans: These are plans that are highly structured and detail the exact steps to be taken in order to achieve a specific goal. They provide little room for deviation or change and are designed to be followed closely. For example, a specific plan for a start project may detail the exact timeline, budget, and resources required to successfully complete the project.

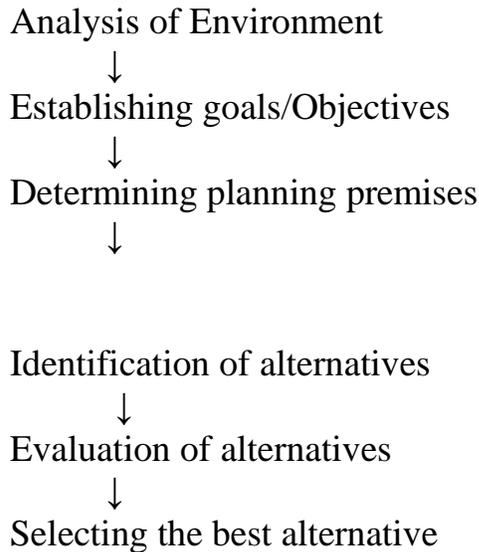
2. Flexible plans: These are plans that are more adaptable and allow for changes or adjustments in response to new information or unexpected events. They provide a general framework or guide rather than a set of specific steps,

and allow for more flexibility in decision-making and problem-solving. For example, a flexible plan for conduct a training may outline the general goals and objectives, but allow for changes in tactics or strategies based on knowledge level or behavior of the participants.

D. On the basis of Time Frame

- 1. Long-term plans**
- 2. Intermediate plans**
- 3. Short-term plans**

Process of Planning



Why planning is needed?

1. Reduces uncertainties and difficulties
2. Promotes efficiency
3. Provides direction
4. Facilitates coordination
5. Focus on objectives
6. Organizational effectiveness
7. Facilitates adapting change
8. Effective control

Hierarchy of Planning

1. Vision
2. Mission

3. Goals/Objectives
4. Strategies
5. Policies
6. Procedures
7. Rules
8. Programs
9. Budgets

Methods of Planning

1. Top-down method: This method of planning starts with top-level management and works its way down through the organization. The top management defines the goals and objectives and communicates them to lower-level managers, who then develop plans to support the attainment of these goals. This method is characterized by clear lines of authority and decision-making, and is often used in large organizations with well-defined hierarchies.

2. Bottom-up method: This method of planning starts with front-line workers and works its way up the organizational hierarchy. Front-line workers are involved in the planning process and provide input and feedback on how to achieve the goals and objectives. This method is often used in smaller organizations and is characterized by a more participatory and democratic approach to decision-making.

3. Mixed method: This method of planning combines elements of both the top-down and bottom-up methods. Top management defines the goals and objectives, but lower level managers and front-line workers also have a say in the planning process and provide input and feedback. This method seeks to balance the benefits of clear lines of authority and decision-making with the benefits of increased participation and input from all levels of the organization.

4. Team method: This method of planning involves the formation of cross-functional teams to develop and implement plans. Teams are comprised of individuals from different departments or areas of the organization and work

together to achieve a common goal. This method is often used in complex or fast-paced environments where a collaborative approach is necessary to ensure the success of the plan.

Decision making

Decision making involves the selection of a course of action from among two or more possible alternatives in order to arrive at a solution for a given problem.

Or

Decision making is the process of identifying a set of feasible alternatives and choosing a course of action from them. Decision-making is a part of planning.

Or

Decision making is an intermediate-sized set of activities that begins with an identifying problem and ends with choice making or decision giving.

So, we can say that planning and decision-making, both are interrelated. Decisions can be made without planning but planning cannot be done without making decisions.

As evidenced by the foregone definitions, decision making process is a consultative attain done by a comity of professionals to drive better functioning of any organization. Thereby, it is a continuous and dynamic activity that pervades all other activities pertaining to the organization. Since it is an ongoing activity, decision making process plays vital importance in the functions of an organization. Since intellectual minds are involved in the process of decision making, it requires solid scientific knowledge coupled with skills and experience in additions t mental maturity.

Further, decision making process can be regarded as check and balance system that keeps the organization growing both in vertical and linear directions. It means that decision making process seeks a goal. The goals are pre-set organizational objectives, missions and its vision. To achieve these goals,

organization may face lot of obstacles in administrative, operational, marketing wings and operational domains. Such problems are sorted out through comprehensive decision making process. No decision comes as and in itself, since in may evolve new problem's to solve. When one problem is solved another arises and so on, such that division making process, as said earlier, is a continuous and dynamic.

Elements of Decision Making

- Urgency
- Scope
- The decision makers
- Organizational goals
- The environment

Types of Decision Making

a) Decision Types by Structure:

1. Programmed decisions

Programmed decisions refer to routine and repetitive decisions that follow a set of established rules or procedures. These decisions are typically made in response to well-known situations and can be automated or simplified through the use of algorithms or decision-making tools.

2. Non-programmed decisions Non-programmed decisions refer to unique and complex decisions that require more 7 thought and analysis. These decisions are typically made in response to new or unusual situations and often involve a higher level of uncertainty. They require a greater degree of creativity, problem-solving skills, and decision-making ability.

b) Decision Types by Importance

1. Major decisions Major decisions refer to significant choices that have a substantial impact on an individual, organization, or society. These

decisions often require a significant investment of time, resources, and effort and have long-term consequences. Examples of major decisions include choosing a career, investing in a business, or making a major purchase.

2. Minor decisions Minor decisions refer to small choices that have little or no significant impact. These decisions are often routine and do not require much thought or consideration. Examples of minor decisions include choosing what to wear, deciding on a restaurant for lunch, or selecting a movie to watch.

c) Decision Types by Nature

1. Routine decisions Routine decisions refer to repetitive and predictable choices that are made regularly and follow established rules or procedures. These decisions are typically low-risk and do not require much creativity or problem-solving skills. Examples of routine decisions include scheduling daily tasks, ordering supplies, or following a set budget.

2. Strategic decisions Strategic decisions refer to critical choices that have a significant impact on an individual, organization, or society. These decisions often involve long-term planning and are made with the goal of achieving specific objectives or goals. Examples of strategic decisions include expanding a business, entering new markets, or changing the organizational structure.

d) Decision Types by Complexity

1. Simple decisions

Decisions refer to choices that can be made quickly and easily without much thought or consideration. These decisions typically have a low level of risk and a small impact on the individual, organization, or society. Examples of simple decisions include choosing what to eat for

breakfast, deciding what to wear for a casual outing, or purchasing a small item.

2. Complex decisions

It refers to choices that require a significant investment of time, resources, and effort. These decisions often involve multiple variables and a high degree of uncertainty. Examples of complex decisions include investing in a business, or making a major purchase. These decisions often require extensive research, analysis, and problem-solving skills.

Process of Decision Making

1. Identification of possible alternatives
2. Evaluation of alternatives
3. Selection of the best alternative
4. Implementation of the chosen alternative
5. Follow up and evaluation of results.

Approaches of Decisions Making

1. Intuitive Approach: This approach involves making decisions based on instinct, experience, and gut feeling. This approach is often used in situations where time is limited, or the decision is based on personal preferences or values.
2. Classical or Rational Approach: This approach to decision making involves a systematic and logical evaluation of all available options to determine the best choice. This approach assumes that individuals are rational and will make decisions that maximize their satisfaction or utility.
3. Behavioral or Bounded Rationality Approach: This approach to decision making recognizes that individuals may not always make fully rational decisions due to cognitive limitations, emotions, and biases. This approach suggests that individuals make decisions that are good enough, or that meet their goals to a satisfactory extent, within the constraints of their available resources and information.

Methods of Group Decision Making

1. Brainstorming: This method involves bringing a group of people together to generate a large number of ideas and solutions to a problem in a short period. Brainstorming encourages creativity, out-of-the-box thinking, and encourages group members to build on each other's ideas.

2. Nominal Group Technique: This method involves structured group decision-making, where each group member independently generates and writes down ideas, followed by a round-robin discussion of each idea. This method is useful for generating a large number of ideas and ensuring that each member's input is considered.

3. Delphi Technique: This method involves gathering input from a group of experts through a series of rounds, without direct interaction between participants. Participants anonymously provide their opinions and predictions, and the responses are compiled and summarized for the next round. This method is useful for getting a consensus from a group of experts or for making decisions in situations where face-to-face meetings are not feasible.

4. Electronic Meeting: This method involves using technology, such as video conferencing, instant messaging, or email, to conduct group decision-making. This method allows group members to collaborate and make decisions in real-time or near real-time, even if they are located in different places. Electronic meetings are useful for organizations with remote employees or for groups that need to make decisions quickly and efficiently.

Managerial Decision Making

Decision making and problem solving are a core functions of management because they are an integral part of all other managerial functions such as planning, organizing, directing and controlling. We are always faced with situations where we have to make choices almost every day of our lives and

making a choice out of many constitutes a decision. Rational decision making and problem solving may be used interchangeably since a problem has to exist and a decision is made to solve such a problem. While most decisions indeed involve a problem, some decisions are comparatively routine and may not involve a problem. In general, while decision making results in a choice from many alternative courses of action, problem solving results in resolving the disparities between the desired performance and the performance that is actually obtained.

Decision-making really is a complex mental exercise. Some of the decisions we make are highly significant with highly important consequences. The more significant ones very often need the exercise of considerable analytical judgment and the quality of such judgment is the backbone of successful decisions. These judgments must eliminate the root causes of the problems that have necessitated such decisions. Ineffective decisions attack only the symptoms and are only cosmetic in nature. They may solve the problem on the surface or on a short run basis, but in order to find a lasting solution, the problem must be attacked at its roots.

From the organizational point of view, the decision making process is such an integral and important part of management that some management thinkers propose that management is simply a decision making process.

Importance of Decision Making

Management is essentially a bonding of decision-making decision and ascertaining that the decisions made are carried out in accordance with defined objectives of goals. Decision-making plays a vital role in management. Decision-making is perhaps the most important component of a manager's activities. It plays the most important role in the planning process. When the managers plan, they decide on many matters as what goals their organization

will pursue, what resources they will use, and who will perform each required task.

When plans go wrong or out of track, the managers have to decide what to do to correct the deviation. In fact, the whole planning process involves the managers constantly in a series of decision-making situations. The quality of managerial decisions largely affects the effectiveness of the plans made by them. In organizing process, the manager is to decide upon the structure, division of work nature of responsibility and relationships, the procedure of establishing such responsibility and relationship and so on.

In co-ordination, decision-making is essential for providing unity of action. In control, it will have to decide how the standard is to be laid down, how the deviations from the standard are to be rectified, how the principles are to be established how instructions are to be issued, and so on. The ability to make good decisions is the key to successful managerial performance. The managers of most profit-seeking firms are always required to take a wide range of important decision in the areas of pricing, product choice, cost control, advertising, capital investments, dividend policy, personnel matter, etc. Similarly, the managers of non-profit seeking concerns 10 and public enterprises also face the challenge of taking vital decisions on many important matters. Decision-making is also a criterion to determine whether a person is in management or not. If he participates in decision-making, he is regarded as belonging to management staff.

Summary

- Planning is the first of the form primary management functions and sets a direction for the organization. It is a decision making activity involving the process of ascertaining objectives and deciding the activities needed to attain these objectives.

- Organization plans are usually divided into two types, namely standing plans and single use plans.
- There are three levels of planning associated with different managerial levels strategic, tactical and operational.
- Decision making and problem solving are core functions of management.
- Decision making process is a rational one and involves ten sequential steps. It is necessary to know these steps starting from the correct diagnosis of the problem. The idea is to look at the root cause of the problem, rather than the symptoms, in order to arrive at the operational decisions.

Overview of Personnel Management

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Personnel management can be defined as obtaining, using and maintaining a satisfied workforce. It is a significant part of management concerned with employees at work and with their relationship within the organization.

According to Flippo, “Personnel management is the planning, organizing, compensation, integration and maintenance of people for the purpose of contributing to organizational, individual and societal goals.”

According to Brech, “Personnel Management is that part which is primarily concerned with human resource of organization.”

Generally Personnel management is an expansion of general management which aims at maintaining the human relations, group building, human welfare and development of personnel working in organizations.

The five points of importance of management are

1. Achieving organizations goals
2. Achieving individual goals
3. Aerating a dynamic environment
4. Developing Society
5. Improving efficiency

Functions of Personnel Management

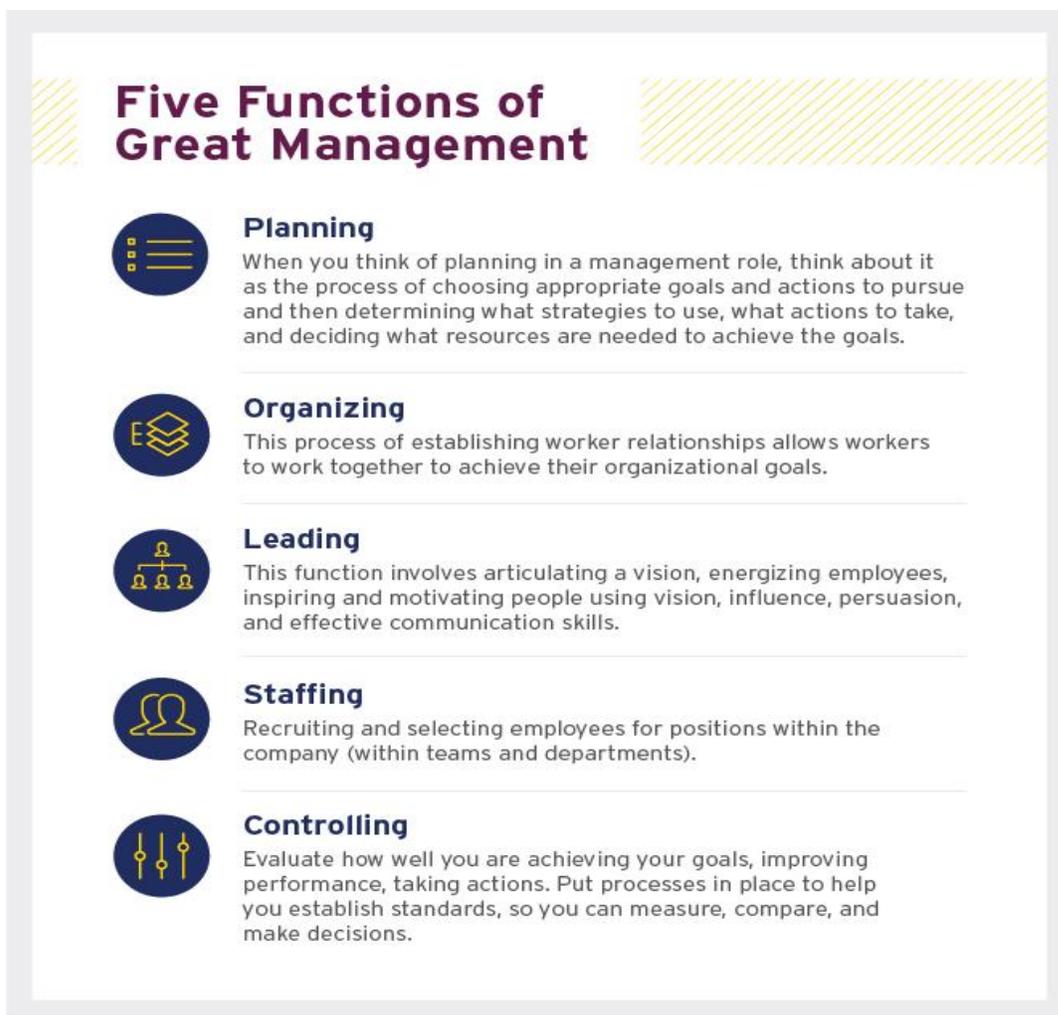
Personnel management performs its tasks through a personnel department which is entrusted with the responsibilities of dealing with all the matters concerned and related to human resources of the organization. It involves both management as well as operative functions:

Managing Functions

1. Planning
2. Organizing
3. Directing
4. Controlling

Operative Functions

1. Procurement
2. Development



Main Activities of Personnel Management

1. Recruitment of right personnel for the kind of jobs
2. Placement of employees Personnel Management
3. Developing and conducting induction training and orientation programs

4. Developing job descriptions
5. Developing and implementing the procedures of job analysis and job evaluations
6. Planning and arranging for staff development training programs
7. Identifying the potentialities in personnel and assigning jobs for maximum outputs
8. Organizing and arranging staff welfare programs and facilities
9. Ensuring adequate human relations and human contacts between employees and employers
10. Encouraging co-operation among workers and seeing to the smooth functioning of the organization
11. Developing the potentialities of each and every individual
12. Taking responsibility for protecting and maintaining physical, social and emotional health of the individual
13. Creating and maintaining a high level of interest and morale among employees.

It has also some other important functions for the smooth functioning of the organization. Some of them are:

1. **Arranges welfare services:** It not only takes responsibilities for the physical health of the personnel but also arranges social well-being services of the employees such as pension schemes, provident funds, group insurance scheme, loan facilities etc.
2. **Maintains records** which help to obtain the statistical figures in relation to employee's development, turn over, absenteeism, etc. These records act as guide for future planning and development.
3. Plans and provides safe and **favorable working conditions** to work smoothly and satisfactorily to achieve maximum results.
4. **Establishes sound policies** according to the abilities and competencies of the personnel for promotions.
5. Keeps in touch with the day to day changes in the society and tries to meet the economic, social and psychological needs of the personnel and develops pay rolls with due consideration to organization goals. .

6. Tries to conduct research by identifying personnel areas to bring changes for improvement in the personnel, functioning, and policies as well as in the organization.

7. It maintains staff relations by **resolving conflicts** through collective bargaining and settles the disputes favorably and looks after the grievances of the personnel with a view to solve the problem

Responsibilities of Personnel Manager

Maintain effective communication and co-ordination throughout organization.

- Advise and assist the subordinates in solving personnel problems.
- Formulate, implement and evaluate the personnel policies of the organization with the help of other managers.
- Plan and implement the personnel welfare services
- Monitor the personnel activities by direct supervision and delegation of responsibility to concerned authorities

7 Steps to Strategic Human Resource Management

- Identify organization objectives. ...
- Evaluate existing HR capabilities. ...
- Analyze existing HR capabilities. ...
- Forecast organization's HR requirements. ...
- Determine tools for employees for effective performance. ...
- Implement the Human Resource Management Strategy.
- Evaluation and Correction.

The performance management cycle

