Managing People and Organizing Terms:

Introduction:

People management is defined as a set of practices that encompass the end-to-end processes of talent acquisition, talent optimization, and talent retention while providing continued support for the business and guidance for the employees of an organization.

The canopy of people management, a key sub-set of human resource management, thus covers all aspects of how people work, behave, engage and grow at work. The systems employed to manage people affect the total workings of the organization and thus need to be adhered to as dynamic individual puzzle pieces without losing sight of the bigger picture.

Examples of sub-aspects or tasks supporting the key pillars of people management include employer branding, recruitment, compensation, performance management, organization development, safety, wellness, benefits, employee motivation and engagement, communication, administration, and training. Altogether, these aspects of people management weave the cultural fabric within the organization and lead to an employee experience that attracts and retains the right talent.

Understanding Behaviour:

People with practical experience of working on projects invariably identify the handling of people as one of the most important aspects of project management. What people like Amanda and Brigette will want to know is whether the effective and sensitive management of staff comes only from experience or whether guidance can be usefully sought from writers on the topic.

The field of social science known as organizational behaviour (OB) helps. This has evolved theories that try to explain people's behaviour and that tend to be structured 'If A is the situation then B is likely to result'. Attempts are then made to observe behaviour or to conduct experiments where variables for A and B are measured and a statistical relationship between the two variables is sought. Unlike physical science, it is rarely, if ever, the case that it can be said that B must always follow A.

A major problem is that in the real world there is bound to be a very wide range of influences on a situation, many of which will not be apparent to the observer. It is therefore difficult to

decide which set of research findings is relevant. A danger is that we end up with a set of maxims that are little better than superstitions. However, it is to hoped that by examining these questions people can become more sensitive and thoughtful about the problems involved.

Organizational Behaviour:

Organizational behavior just as the name states, is the process of understanding and managing human behavior within an organization. An organization not only runs on profits, work and schedules but also takes into consideration the human values. Organization have come up with a theory that the organization runs well when the employees are treated well and understood well as the entire organization depends upon the human resources.

Organization behavior examines and gathers the insights on employee behavior, as how to drive them with the proper motivation by understanding them a little better. Organizational behavior should start with the role of the managers and how well they incorporate moral and support down the hierarchy. Managerialism is not just about gaining profits, and executing control but, creating a safe space for interaction of different opinions and to be able to work as a group and achieve organizational goals. As they say, there is no I in Team. The organization that works together, grows together.

It all comes down to the question of, what role should the manager play, keeping in mind what should be expected of him/her with respect to organizational behavior?

Role of Managers :
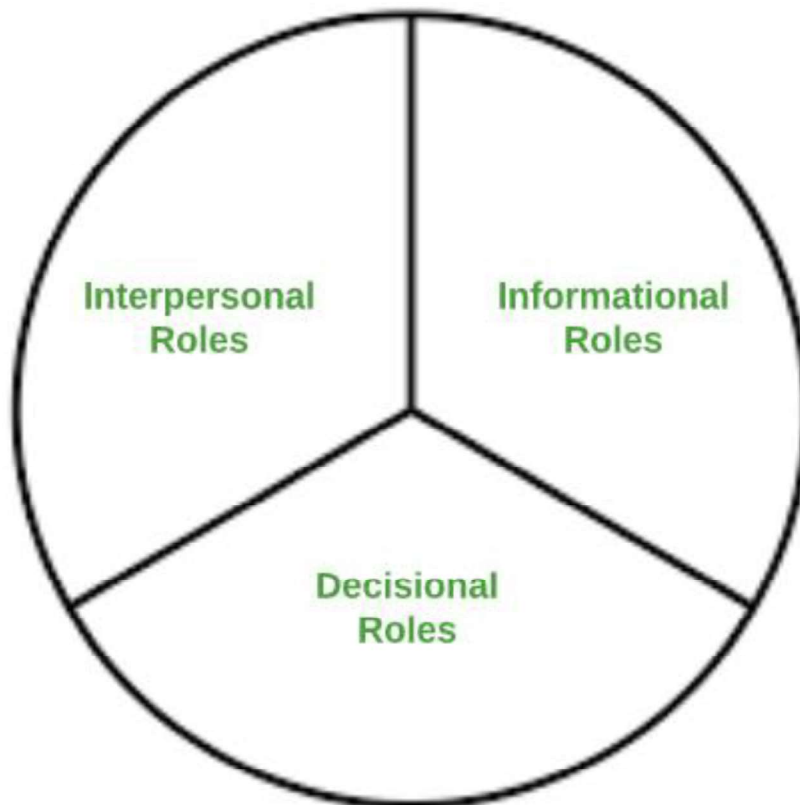
1. Interpersonal Role :
- **Figure Head –**
  In this role, the manager performs duties of ceremonial nature, such as, attending an employee's wedding, taking the customer to lunch, greeting the tourist dignitaries and so on.
- **Leader Role –**
  In this role, the manager is a leader, guiding the employees in the right path, with the proper motivation and encouragement.
- **Liaison Role –**
  In this role, the manager cultivates contacts outside the vertical chain of command to collect useful information for the organization.

2. Informational Role :
- **Monitor Role –**
  In this role, manager acts as a monitor, perpetually scanning the environment for information, keeping an eye on the liaison contacts and subordinates and receive unsolicited information.
- **Disseminator Role –**
  In this role, manager acts as a disseminator by passing down privileged information to the subordinates who would otherwise have no access to it.
- **Spokesperson Role –**
  In this role, manager acts a spokesperson by representing the organization before various outside groups, which have some stake in the organization. These stakeholders can be government officials, labour unions, financial institutions, suppliers, customers,

etc. They have a wide influence over the organization, so the manager should coin their support by effectively managing the social impact of the organization.

3. Decisional Role :

- **Entrepreneurial role –**
  In this role, the manager acts as an entrepreneur, always thirsty for new knowledge and innovation to improve the organization. Nowadays, it doesn't matter if the organization is bigger or better, but it is necessary that it grows consistently. Innovation is creating new ideas which may either result in the development of new products or services or improving upon the old ones. This makes innovation an important function for a manager.

- **Disturbance handler role –**
  In this role, the manager acts a disturbance handler, where the manager has to work reactively like a firefighter. The manager should come up with solutions to any problem that arises and handle it in an orderly way.

- **Resource allocator role –**
  In this role, the manager acts as a resource allocator where the manager must divide work and delegate authority among his subordinates. The manager should plan out which subordinate will get what based on the abilities and who will be more suited into a particular task.

- **Negotiator –**
  In this role, the manager acts as a negotiator where the manager at all levels has to spend considerable time in negotiations. The president of a company may negotiate with the union leaders about a new strike issue or the foreman may negotiate with the workers about a grievance problem, etc.
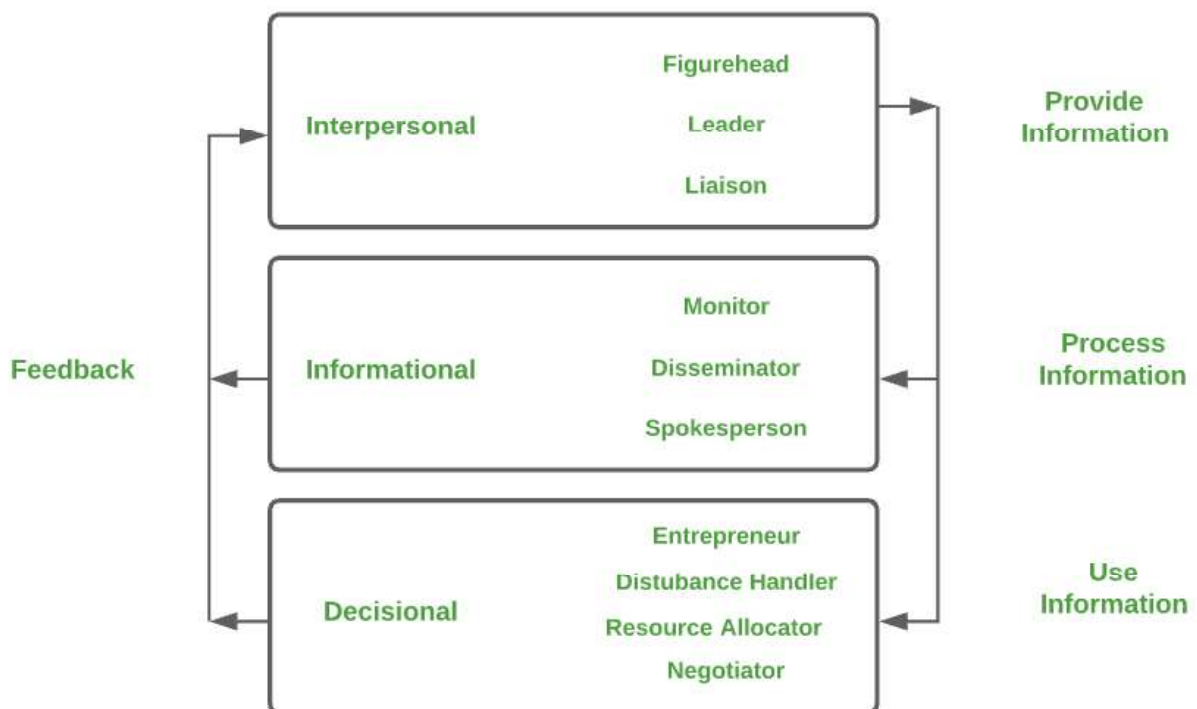
Workflow of Role of Managers

Selecting Right Person for the job:

Taylor stressed the need for the right person for the job. Many factors, such as the use of software tools and methodologies, affect programming productivity. However, one of the biggest differences in software development performance is among individuals. As early as 1968, a comparison of experienced professional programmers working on the same programming task found a ratio, in one case, of 1:25 between the shortest and longest time to code the program and, more significantly perhaps, of 1:28 for the time taken to debug it. Amanda and Brigette should therefore be rightly concerned to get the best possible people working for them.

What sort of characteristics should they be looking for? Should they go, for example, for the experienced programmer or the new graduate with the first class mathematics degree? It is extremely dangerous to generalize but looking specifically at behavioural characteristics, the American researcher Cheney found that the most important influence on programmer productivity seemed to be experience. Mathematical aptitude had quite a weak influence in comparison.

Amanda and Brigette will want staff who can communicate well with each other and, more importantly, with users. They well have some difficulties here. The American researchers Couger and Zawacki found that computing people would appear to have much weaker 'social needs' than people in other professions. They quote Gerald Weinberg: 'If asked, most programmers probably say they prefer to work alone where they wouldn 7 be disturbed by other people.' This is reflected in the problem that people attracted to writing software, and are good at it, will not make good managers later in their careers.

B. W. Boehm considered the quality of staff the most important influence on productivity when constructing the COCOMO software cost models (Chapter 5).

P. M. Cheney 'Effects of Individual Characteristics, Organizational Factors and Task Characteristics on Computer Programmer Productivity and Job Satisfaction'in Information and Management, 7 (1984).

J. D. Couger and R. A. Zawacki 'What motivates DP Professionals?' in Datamation, 24 (1978).

The recruitment process

Although this is an important matter, it has to be stressed that often project leaders have little choice about the people who will make up the teams - they have to make do with the 'materials that are to hand'. Recruitment might very well be regarded as an organizational

responsibility: you might be recruiting someone who will, over a period of time, work in many different parts of the same organization.

Meredith Belbin usefully distinguishes between eligible and suitable candidates. An eligible candidate is one whose CV (curriculum vitae or résumé) shows, for example, the 'right' number of years in some previous post and the 'right' paper qualifications. Suitable candidates are those who can actually do the job well. An easy mistake is to select an eligible candidate who is not in fact suitable. Suitable candidates who are not technically eligible can, on the other hand, be ideal candidates because, once in post, they are more likely to remain loyal to the organization. Belbin suggests that selection methods that centre on the assessment of actual skills rather than past experience and also a willingness to provide training to make good minor gaps in expertise can be a more effective way of placing suitable staff. It also seems to us to show that policies that avoid discrimination on the grounds of race, gender, age or irrelevant disabilities can be not just socially responsible but also a shrewd recruitment policy.

R. Meredith Belbin, Team Roles At Work, Butterworth-Heinemann, 1993

A general approach might be the following.

• Create a job specification Advice is needed, as there will be legal implications in an official document. However, formally or informally, the requirements of the job should be documented and agreed.

• Create a job holder profile Using the job specification, a profile of the person needed to carry out the job is constructed. The qualities, qualifications, education and experience required would be listed.

• Obtain applicants Typically, an advertisement would be placed, either within the organization or outside in the trade or local press. The job holder profile would be examined carefully to identify the medium most likely to reach the largest number of potential applicants at least cost. For example, if a specialist is needed it would make sense to advertise in the relevant specialist journal. The other principle is to give enough information in the advertisement to allow an element of self-elimination. By giving the salary, location, job scope and any essential qualifications, the applicants will be limited to the more realistic candidates.

• Examine CVs These should be read carefully and compared to the job holder profile - nothing is more annoying for all concerned than when people have CVs which clearly indicate that they are not eligible for the job and yet they are called for interview.

• Interviews etc. A number of different selection techniques can be tried, including aptitude tests, personality tests, and the examination of samples of previous work. All these methods