Lesson 1: Personnel Management

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."

Nature of Personnel Management

1. Personnel management includes the function of employment, development and compensation- These functions are performed primarily by the personnel management in consultation with other departments.
2. Personnel management is an extension to general management. It is concerned with promoting and stimulating competent work force to make their fullest contribution to the concern.
3. Personnel management exist to advise and assist the line managers in personnel matters. Therefore, personnel department is a staff department of an organization.
4. Personnel management lays emphasize on action rather than making lengthy schedules, plans, work methods. The problems and grievances of people at work can be solved more effectively through rationale personnel policies.
5. It is based on human orientation. It tries to help the workers to develop their potential fully to the concern.
6. It also motivates the employees through its effective incentive plans so that the employees provide fullest co-operation.
7. Personnel management deals with human resources of a concern. In context to human resources, it manages both individual as well as blue- collar workers.

Role of Personnel Manager

Personnel manager is the head of personnel department. He performs both managerial and operative functions of management. His role can be summarized as:

1. Personnel manager **provides assistance** to top management- The top management are the people who decide and frame the primary policies of the concern. All kinds of policies related to personnel or workforce can be framed out effectively by the personnel manager.
2. He **advices the line manager** as a staff specialist- Personnel manager acts like a staff advisor and assists the line managers in dealing with various personnel matters.
3. As a **counsellor**, As a counsellor, personnel manager attends problems and grievances of employees and guides them. He tries to solve them in best of his capacity.
4. Personnel manager acts as a **mediator**- He is a linking pin between management and workers.
5. He acts as a **spokesman**- Since he is in direct contact with the employees, he is required to act as representative of organization in committees appointed by government. He represents company in training programmes.

Lesson 2 : Business Etiquette

Ethical behaviour is doing things that are morally right. Ethics are moral beliefs about what is right or wrong. Ethics is the study of this.

Ethically responsible companies want to do the right thing in areas such as:

➢ Employment and community: they want to pay attention to things that affect all people, not just their employees, in the areas where the company has its offices, factories and activities.

➢ The environment: they want to conduct business in ways that protect the environment to ensure that the air, rivers etc. are not polluted and plant and animal life are not endangered.

➢ Winning new business: they want to get business without engaging in corrupt behaviour, for example offering bribes - money given to someone so that they behave unethically.

Companies want to be seen as good corporate citizens, with activities that are beneficial not only for their stakeholders - their employees, shareholders and so on – but for the community and society as a whole.

Accountability and transparency

Ethical corporate behaviour includes accountability - the idea that companies are completely responsible for what they do and that people should be able to expect them to explain their actions. Transparency is explaining this behaviour in a way that can be understood by outsiders, and not trying to hide anything. Companies may say that they demand high levels of probity and integrity - complete honesty - from their employees, and that they do not tolerate any form of misconduct.

Corporate social responsibility

Companies have long had codes of ethics and codes of conduct saying how their managers and employees should behave. Now they are looking at these issues in more systematic ways. They are designating executives to oversee the whole area of corporate social responsibility (CSR).

Lesson 3 : Leadership

Leadership is a process by which an executive can direct, guide and influence the behaviour and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal.

Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.

According to Keith Davis, "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals."

Characteristics of Leadership

1. It is an inter-personal process in which a manager is into influencing and guiding workers towards attainment of goals.
2. It denotes a few qualities to be present in a person which includes intelligence, maturity and personality.
3. It is a group process. It involves two or more people interacting with each other.
4. A leader is involved in shaping and moulding the behaviour of the group towards accomplishment of organizational goals.
5. Leadership is situation bound. There is no best style of leadership. It all depends upon tackling with the situations.

Importance of Leadership

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

1. **Initiates action-** Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.
2. **Motivation-** A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.
3. **Providing guidance-** A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.
4. **Creating confidence-** Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.
5. **Building morale-** Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.
6. **Builds work environment-** Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.
7. **Co-ordination-** Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.

Lesson 4: Motivation

Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals. In the work goal context, the psychological factors stimulating the people's behaviour can be -

➢ desire for money
➢ success
➢ recognition
➢ job-satisfaction
➢ team work, etc

One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. Therefore, the role of a leader is to arouse interest in performance of employees in their jobs. The process of motivation consists of three stages:

1. A felt need or drive
2. A stimulus in which needs have to be aroused
3. When needs are satisfied, the satisfaction or accomplishment of goals.

Therefore, we can say that motivation is a psychological phenomenon which means needs and wants of the individuals have to be tackled by framing an incentive plan.

Importance of Motivation

Motivation is a very important for an organization because of the following benefits it provides:

1. **Puts human resources into action**
    Every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources.
2. **Improves level of efficiency of employees**
    The level of a subordinate or an employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. This will result into-

    a. Increase in productivity
    b. Reducing cost of operations
    c. Improving overall efficiency
3. **Leads to achievement of organizational goals**
    The goals of an enterprise can be achieved only when the following factors take place:

    a. There is best possible utilization of resources,
    b. There is a co-operative work environment,
    c. The employees are goal-directed and they act in a purposive manner,
    d. Goals can be achieved if co-ordination and co-operation takes place simultaneously which can be effectively done through motivation.

4. Builds friendly relationship

Motivation is an important factor which brings employees satisfaction. This can be done by keeping into mind and framing an incentive plan for the benefit of the employees. This could initiate the following things:

    a. Monetary and non-monetary incentives,
    b. Promotion opportunities for employees,
    c. Disincentives for inefficient employees.

In order to build a cordial, friendly atmosphere in a concern, the above steps should be taken by a manager. This would help in:

d. Effective co-operation which brings stability,
    e. Industrial dispute and unrest in employees will reduce,
    f. The employees will be adaptable to the changes and there will be no resistance to the change,
    g. This will help in providing a smooth and sound concern in which individual interests will coincide with the organizational interests,
    h. This will result in profit maximization through increased productivity.

5. Leads to stability of work force

Stability of workforce is very important from the point of view of reputation and goodwill of a concern. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management. The skills and efficiency of employees will always be of advantage to employees as well as employees. This will lead to a good public image in the market which will attract competent and qualified people into a concern. As it is said, "Old is gold" which suffices with the role of motivation here, the older the people, more the experience and their adjustment into a concern which can be of benefit to the enterprise.

From the above discussion, we can say that motivation is an internal feeling which can be understood only by manager since he is in close contact with the employees. Needs, wants and desires are inter-related and they are the driving force to act. These needs can be understood by the manager and he can frame motivation plans accordingly. We can say that motivation therefore is a continuous process since motivation process is based on needs which are unlimited. The process has to be continued throughout.

We can summarize by saying that motivation is important both to an individual and a business.

Motivation is important to an individual as:

1. Motivation will help him achieve his personal goals.
2. If an individual is motivated, he will have job satisfaction.
3. Motivation will help in self-development of individual.
4. An individual would always gain by working with a dynamic team.

Similarly, motivation is important to a business as:

1. The more motivated the employees are, the more empowered the team is.
2. The more is the team work and individual employee contribution, more profitable and successful is the business.
3. During period of amendments, there will be more adaptability and creativity.
4. Motivation will lead to an optimistic and challenging attitude at work place.

Lesson 5: Workplace Politics - Meaning and Reasons for Office Politics

A setup where individuals from diverse backgrounds, different educational qualifications and varied interests come together to work towards a common goal is called an organization. (Also called workplace).

An organization is nothing but an arrangement where individuals work together and join hands in achieving a common goal. The success and failure of an organization is directly proportional to the amount of hard work put by each employee. Individuals must work as a single unit to avoid unnecessary conflicts and politics at the workplace.

For an individual his organization should come first and everything else later. A sense of belongingness and dedication towards work is important.

It is essential for the employees to work together in close coordination with each other to deliver their level best. A sense of unity is important to extract the best out of the employees. Transparency has to be maintained at all levels for a positive ambience at the workplace.

What is workplace Politics?

Office politics arises when employees tend to misuse their power to gain undue attention and popularity at the workplace.

Employees indulge in work politics simply to tarnish their colleague's reputation to obtain advantages and come in the good books of their superiors. If you really have the potential, there is nothing stopping you.

Politics reduces the productivity of individuals and eventually the organization is at a loss. People tend to spend their maximum time in pulling each other's legs and playing nasty politics at work.

Individuals find it difficult to concentrate on work due to unnecessary politics at the workplace. Remember the organization pays you for your hard work, and not for playing politics at workplace.

It majorly affects the relationship amongst the individuals. Friends turn foes due to politics. People stop helping and most importantly trusting each other.

Office politics also increases conflicts and tensions at the workplace. Employees do not enjoy at the workplace and treat work as a burden.

Politics never helps in the long run. Ultimately it is an individual's hard work and intelligence which benefits him.

Employees must enjoy a healthy relationship with their colleagues to give their best. Discussions are important to reach to the best option. Due to politics people avoid interacting with their fellow workers and thus fail to reach to innovative conclusions. The concept of team work and working in groups get nullified in cases of work politics.

Criticism increases as a result of office politics and people tend to crib more.

One should not favour any of his team members just because he offers him a lift daily to work. One should keep his personal and professional lives separate.

Office politics promotes negativity at the work place.

- Employees aspiring to come in the limelight easily without much hard work depend on politics.
- Politics arises when employees aspire to achieve something beyond their authority and control in a short span of time.
- Lack of supervision and control at the workplace.
- Too much of gossip at work lead to politics.
- Arrogant superiors
- Jealous colleagues

Reasons for Office/Workplace Politics

Politics arises when employees try to gain something which is beyond their control by tarnishing their colleague's reputation. It has been observed that employees who are indulged in office politics pay less attention to their work. Individuals play politics at the workplace when they tend to misuse their power simply to come in the limelight and gain attention of the superiors as well as the management.

Nothing productive comes out of politics; instead, it leads to criticism and negativity at the workplace.

Politics increases stress and also spoils the relationship amongst individuals.

Reasons for office Politics

- People willing to come in the limelight without much effort depend on politics

There are certain individuals who attend office just for the sake of it and do not believe in working hard. Such individuals have no other option than to depend on nasty politics. They try their level best to create a negative image of their fellow workers just to come in the good books of the management.

Mike, Joe and Tim represented the branding team of a reputed organization. Mike and Joe gave their hundred percent at work while Tim believed in tarnishing their image in front of Jack - their superior. Jack had blind faith on Tim and trusted him completely. He never gave Mike and Joe their due credit and blamed them for every mistake. Tim on the other hand was promoted and appointed as the new team leader.

- **Personal Relationships**

Personal relationships amongst employees can sometimes also lead to politics. Politics arises when individuals go all out to support their friends, relatives or neighbours at the workplace. One should never mix business with personal life. Your team member might be your best friend, but at work he needs to be treated just like others. No special favours should be granted to him.

Sandra always supported one of her team members -Maria as she was her child hood friend. Maria left no stone unturned in criticizing her team members. Sandra blindly supported Maria as they had spent their childhood together. They even came to work together.

- **Blame Games**

One should always have a control on his tongue at the workplace. Speak relevant and don't always find fault in others. Listen to what the other person has to say. Everyone's opinion is important. One should learn to own his responsibilities.

> **Lack of Trust**

It is essential to trust your colleagues. Your fellow worker might confide something in you, but that really does not mean you will walk up to your boss and disclose all his secrets. If you can't help anyone, you have no rights to harm him even. One should remember that eventually it is trust and human relationships which help in the long run. Your colleague can even be your best friend. If one really has the potential, his efforts never go unnoticed. Remember there is no short cut to success.

> **Manipulations**

Manipulating information to mislead superior also leads to politics at the workplace. One should pass on information in its desired form.

> **Gossips**

Politics also arises when employees are indulged in unnecessary gossips. Leg pulling, criticism, backstabbing, hatred led to politics. A jealous employee would never want his fellow workers to do well.