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MBA DEPARTMNET

MOB and HRM Concepts

1. Management:
   "Management is a multi-purpose organ that manages business and manages managers and manages workers and work."
   "Management is the art of getting things done through people."

2. Self Management:
   Self-management as the ability to plan and take responsibility for your own success. This includes being self driven and organized, having good follow up and being able to make decisions. It's being able to lead people, develop relationships and communicating clearly.

3. Leader Vs Manager:
   • *Leader*- Focuses on opportunities
   • *Manager*- Focuses on problems

4. Knowledge Management:
   "Knowledge Management is the discipline of enabling individuals, teams and entire organizations to collectively and systematically create, share and apply knowledge, to better achieve their objectives"

5. Personnel Manager:
   A person who is in charge of the department that deals with the employment, training, support, records, etc. of a company's employees. The function of a personnel manager usually begins with the staffing process.

6. Interpersonal roles:
   • Figurehead
   • Leader
   • Liaison

7. Informational roles:
   • Monitor
   • Disseminator
   • Spokesperson

8. Decisional roles:
   • Innovator/ Entrepreneur (PLANNER)
   • Disturbance Handler (CRISIS MANAGER)
   • Resource Allocator (SLICING-THE-PIE)
   • Negotiator (BARGAINER)

9. Master strategist:
   • CEO personally shapes the plan
   • Depends on skills and vision of one person

10. Catalyst board:
   Takes a leading role in establishing and modifying the mission, objectives, and strategies of the organization. Have very active strategic planning sub-committees. Officers do not propose or formulate strategies, but are expected to implement them for the board.

11. Managerial Planning:
   • *Planning* : It involves selecting missions and objectives and the action to achieve them.
   • *ManagerialPlanning* : A manager's most essential task is o see that everyone understands the groups purposes and objectives and its methods of attaining them.

12. Management By Objectives (MBO):
   It is a comprehensive managerial system that integrates many key managerial activities in a systematic manner that is consciously directed towards is the effective and efficient achievement of organizational and individual objectives.

13. Management By Processes (MBP):
   It is a process of integrating re with other systems through a new systems model is called MBP

14. Power:
   It is the ability of individuals or groups to induce or influence the beliefs or actions of other persons or groups.
   Bases of power:
   • Legitimate power
   • Referent Power
   • Reward Power
   • Coercive Power

15. Empowerment:
   It means that employees, managers or teams at all levels in the organization have the power to make decisions without asking their superiors their permission

16. Authority:

   In an organization it is the right in a position to exercise discretion in making decisions affecting others.

17. Line Authority:

   It is that relationship in which superior exercises direct supervision over a subordinate.

18. Functional Authority:

   It is the right that is delegated to an individual or a department to control specified processes, practices, policies or other matters relating to activities undertaken by persons in other departments.

19. Decentralization:

   It is the tendency to disperse decision making authority in an organized structure. It is fundamental aspects of delegation.

20. Delegation:

   The process of delegation involves determining the results expected from a position, assigning tasks to the position, delegating authority for accomplishing these tasks.

21. Recentralization:

   It is normally not a complete reversal of decentralization, for authority delegation is not wholly withdrawn by the managers who made them.

22. organizational behavior:

   Actions and attitudes of individuals and groups toward one another and toward the organization as a whole, and its effect on the organization's functioning and performance.

23 . Organizational culture:

   It is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. It is also formed by the organization values, visions, norms, working language, systems, and symbols, it includes beliefs and habits.

24. Managerial Grid:

   The managerial grid model (1964) is a behavioral leadership model developed by Robert R. Blake and Jane Mouton. This model originally identified five different leadership styles based on the *concern for people* and the *concern for productin* . The optimal leadership style in this model is based on Theory Y.

   The model is represented as a grid with *concern for productin* as the x-axis and *concern for people* as the y-axis; each axis ranges from $\text{Low}) o 9 \text{ High})$.

25.Change Management:
Change management is the process, tools and techniques to manage the   pdop~de-sid   of change to achieve the required business outcome.
Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change.

26.Communication:

Communication is transfer of information from one person to another, whether or not it elicits

confidence. But the information transferred must be understandable to the receiver – G.G.

Brown.

"Communication is the intercourse by words, letters or messages"- Fred G.

Meyer.

• Formal communication:
It is that which devices support from the organization structure. It is associated with the particular positions of the communicator and the recipient in the structure.
• Informal communication:
It is based on the informal relationships that grow up in an organization and is commonly referred to as "the grapevine". It may be conveyed by a nod, a glance, a gesture, a smile, and even silence.

27.Organizational climate:
It is the set of characteristics that describe an organization and that
• Distinguish one organization from other organizations;
• Are relatively enduring over time and
• Influence the behavior of the people in the organization.

28.Personality:
It can be defined as a dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, emotions, motivations and behaviors in various situations.

29.Five Models of Personality:

• Extraversion (level of sociability and enthusiasm)
• Agreeableness (level of friendliness and kindness)
• Conscientiousness (level of organization and work ethic)
• Emotional Stability (level of calmness and tranquility)
• Intellect (level of creativity and curiosity)

30.Organizational design:
Organization Design is a formal, guided process for integrating the people, information and technology of an organization. It is used to match the form of the organization as closely as possible to the purpose(s) the organization seeks to achieve.

31. Organizational structure:

    It is defined as the formal relationships among people and specifies both their roles and their responsibilities. It consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aims.

32. Leadership:

    It is the art of motivating a group of people to act towards achieving a common goal.

33. Leadership styles:

    Type 1. Autocratic Style: Autocratic type of leader is called an Autocrat. He does not consult his subordinates (followers). He takes all the decisions by himself.

    Type 2. Consultative Style: Consultative type of leader has an open mind. He encourages his subordinates to give their suggestions and comments.

    Type 3. Participative Style: Participative type of leader encourages his subordinates to take part in decision making. The final decision is not taken by the leader himself.

    Type 4. Laissez-Faire Style: Laissez-Faire style of leader is passive. He only acts as a contact man. He provides information and resources to his subordinates. He allows them to set their own goals and to solve problems on their own.

    Type 5. Bureaucratic Leader: Bureaucratic leader follows all the rules and formalities of the organization. He does not believe in new ideas. This leadership style result in red tapism and unwanted paper work.

    Type 6. Neurocratic Leader: Neurocratic leader is highly a task oriented one. He wants to get the work done at any cost. He is very emotional, sensitive and eccentric. He does not consult his subordinates in decision making. He takes his own decisions.

    Type 7. Paternalistic Style: Paternalistic style of a leader creates a family atmosphere in the organization. He acts just like a parent of his subordinates. He advises guides and helps his subordinates with their personal problems.

    Type 8. Sociocratic Style: The sociocratic leader tries to run the organization just like a Social Club. He gives less importance to production and more importance to friendship. That is, he tries to keep his subordinates very happy. So, he creates a warm and good social environment.

    Type 9. Situational Style: Situational type of leader uses different styles in different situations. That is, he changes his style according to the situation. Sometimes he will be autocratic, or consultative, or participative, etc.

34. Charismatic leadership:

    It states that followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors.

35. Transactional leaders:
    Leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements.

36. Transformational leaders:
    Leaders who inspire followers to transcend their own self-interests and who are capable of having a profound and extraordinary effect on followers.

37. Authentic leaders:
    Leaders who know who they are know what they believe in and value, and act on those values and beliefs openly and candidly.

38. Self-leadership:
    A set of processes through which individuals control their own behavior.

39. Conflict:
    A process that begins when one party perceives that another party has negatively affected, or is about to negatively affects something that the first party cares about.

40. Negotiation:
    A process in which two or more parties exchange goods or services and attempt to agree on the exchange rate for them.

41. BATNA: Best Alternative to a Negotiated Agreement.

42. HRM:
    It is the utilization of the individuals to achieve organizational objectives.

43 . Staffing:
    It is the process through which an organization ensures that it always has the proper number of employees with the appropriate skills in the right jobs, at the right time to achieve organizational objectives.

44. HRD:
    It is the major HRM function consisting not only of training & development but also of individual career planning and development activities, organization development, performance management & appraisal.

45. Career Planning:
    It is an ongoing process whereby an individual sets career goals and identifies the means to achieve them.

46. Career development:
    It is a formal approach used by the organization to ensure that people with the proper qualification and experiences are available when needed.

47. Organization Development:

It is a planned process of improving an organization by developing its structures, systems and processes to improve effectiveness and achieving desired goals.

48. Performance Management:

It is a goal oriented process that is directed towards ensuring that organizational processes are in place to maximum productivity of employees, teams and ultimately the organization.

49. Performance Appraisal:

It is a formal system of review and evaluation of individual or team task performance.

50. Compensation:

It includes the total of all rewards provided employees in return for their services.

51. Union:

Employees who have joined together for the purpose of dealing with their employer.

52. Human Resource Manager:

Individual who normally acts in an advisory or staff capacity, working with other managers to help them deal with human resource matters.

5 3 . Outsourcing:

Process of hiring an external provider to do the work that was previously done internally.

54. Shared Service Center:

Centers that take routine, transaction based activities dispersed throughout the organization and consolidate them in one place.

55. Line Managers:

Individuals directly involved in accomplishing the primary purpose of the organization.

56. Staff Managers: Person who heads a revenue consuming department (such as accounting, customer service, human resources) which serves the line managers of the organization in an advisory or support capacity by providing them with information and advice. Staff managers usually do not make operating.

5 7 . Professional Employer Organization:

A company that leases employees to the other business.

58. Executive:

A top level manager who reports directly to a corporation's Chief Executive Officer or to the head of a major division.

59.Specialist Vs Generalist:

Generalist- A person who may be an executive and performs tasks in variety of HR related areas.
Specialist- He may be an HR Executive, Manager or non-manager who is typically concerned with only one of the five functional areas of HRM.

60.Ethics:

Discipline dealing with what is good and bad, or right and wrong or with moral duty and obligation.

61.Stress:

Stress typically describes a negative concept that can have an impact on one's mental and physical well-being.

62 . Types of Stress:

- Eustress – It was originally explored in a stress model by Richard Lazarus, it is the positive cognitive response to stress that is healthy, or gives one a feeling of fulfillment or other positive feelings.
- Neustress - It is neutral and has no consequential effect, its neither considered good nor bad.
- Distress – It is the most common type of stress, having negative implications.

63.Diversity Management:

Ensuring that the factors are in place to provide for and encourage the continued development of a diverse workforce by melding these actual and perceived differences among workers to achieve maximum productivity.

64.GHRM:

Global Human Resource Management is Utilization of global human resources to achieve organizational objectives without regard to geographic boundaries.

65.HRIS:

Any organized approach for obtaining relevant and timely information on which to base human resource decisions.
The Human Resource Information System (HRIS) is a software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within a business.

66.Selection:

Selection in staffing is the part of the recruiting process that deals with choosing an employee to hire from among a narrowed-down list of outstanding candidates.

67.Recruitment:

It refers to the process of attracting, screening, and selecting a qualified person for a job. At the strategic level it may involve the development of an employer brand which includes an 'employee offering'.

68. HRP:
Systematic process of matching the internal and external supply of people with job openings anticipated in the organization over a specific period of time.

69. Downsizing:
Reverse of a company growing and suggests a onetime change in the organization and the number of people employed. (It is also called as Restructuring and Rightsizing)

70. Succession Planning:
Process of ensuring that qualified persons are available to assume key managerial positions once the positions are vacant.

71. Outplacement:
The procedure whereby laid-off employees are given assistance in finding employment elsewhere.

72. Employee Self Service(ESS):
Processes that automate transactions that previously was labor-intensive for both employees and HR Professionals.

73. Job Enrichment:
Changes in the content and level of responsibility of a job so as to provide greater challenge to the worker.

74. Job Enlargement:
Increasing the number of tasks a worker performs, with all of the tasks at the same level of responsibility.

75. Re:
Fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service and speed.

76. Contingent workers:
Described as the "Disposable American Workforce" by a former secretary of labor, work as part-timers, temporary or independent contractors.

77. Employee Requisition:
Document that specifies job title, department, the date the employee is needed for work and other details.

78. Job Bidding:
Procedure that permits employees who believe that they possess the required qualifications to apply for a posted position.

79. Internship:
    Special form of recruitment that involves placing a student in a temporary job with no obligation either by the company to hire the student permanently or by the student to accept permanent position with the firm following graduation.

80. Application Tracking System(ATS):
    Software application designed to help enterprise recruitment employees more efficiently.

81. Resume:
    Goal directed summary of a person's experience, education and training developed for use in the selection process.

82. Norm:
    Frame of reference for co
    mparing an applicant's performance with that of others.

83. Expatriate:
    Employee who is not a citizen of the country in which the firm operations are located, but is a citizen of the country in which the organization is head quartered.

84. Repatriation:
    Process of bringing expatriates home.

85. Training:
    Activities designed to provide learners with the knowledge and skills needed for their present jobs.

86. Development:
    Learning that goes beyond today's job and has a more long term focus.

87. Learning Organization:
    Firm that recognizes the critical importance of continuous performance related T&D and takes appropriate action.

88. Perception:
    The process by which people translate sensory impressions into a coherent and unified view of the world around them.

89. Motivation:
    Internal and External factors that stimulate desire and energy in people to be continually interested in and committed to a job, role, or subject and to exert persistent efforts in attaining a goal.

90. Mentoring:
    Approach to advising, coaching and nurturing for creating a practical relationship to enhance individual career, personal and professional growth and development

91.Coaching:
Often considered a responsibility of the immediate boss which provides assistance, much like a mentor.

92.Quality Circles:
Groups of employees, who voluntarily meet regularly with their supervisors to discuss problems, investigate causes, recommend solutions and take corrective action when authorized to do so.

93.Benchmarking:
Process of monitoring and measuring a firm's internal processes, such as operations and then comparing the data with information from companies that excel in those areas.

94.Protean Career:
Individuals must assume full responsibility for the management of their own careers and livelihood.

95.Halo Error:
Evaluation error that occurs when a manager generalizes one positive performance feature or incident to all aspects of employee performance, resulting in a higher rating.

96.Pay Leaders:
The Organizations that pay higher wages and salaries than competing firms.

97.Labor Market:
Potential employees located within the geographic area from which the employees are recruited.

98.Quality of Work Life:
Quality of work life refers to the level of happiness or dissatisfaction with one's career. Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low quality of work life.

99 . Collective Bargaining:
Performance of the mutual obligation of the employer and the representative of the employees to meet at reasonable times and confer in good faith with respect to wages, hours and other terms and conditions of the employment.

1 00. Bargaining unit.
Group of employees, not necessarily union members, recognized by an employer or certified by an administrative agency as appropriate for representation by a labor organization for purpose of collective bargaining.