UNIT 15 MANPOWER PLANNING AND PERSONNEL MANAGEMENT IN EXTENSION AND DEVELOPMENT

Structure

15.0 INTRODUCTION

'Manpower' may be thought of as "the total knowledge, skills, creative abilities, talents and aptitudes of an organization's work force as well as the values, attitudes and benefits of individuals involved.... It is the sum total of inherent abilities, acquired knowledge and skills represented by the talents and aptitude of the employed personnel" (Mamoria and Gankar, 2009, p.58).

Of all the 'M's (men, materials, machines, methods and money) in management, the most important is "M" for men i.e. human resources or manpower. It is the most valuable asset of an organization, which controls all other resources. The manpower or human resources may be available in organized or unorganized sectors, employed or working at different levels - supervisors, executives, Government employees, "blue" and "white" collar workers, managerial, scientific, engineering, technical, skilled or unskilled persons involved in creating, designing, developing, managing and operating productive and service enterprises, and other economic activities or capable of employment. Manpower should be utilized to the maximum possible extent in order to achieve individual and organizational goals. An organization's performance and resulting productivity are directly

proportional to the quantity and quality of its manpower. Hence, the importance of manpower is to be realized for its efficient utilization (Ibid).

Thus an organization without good management is like a house built on sand. In this context, manpower planning and personnel management assume greater significance in an organisation, and more so in extension and development.

15.1 OBJECTIVES

In this Unit, we will discuss different aspects of manpower planning and personnel management and their relevance to extension and development. After going through this Unit, we expect you to be able to:

- Explain the concept and significance of manpower planning and personnel management in extension and development;

- Describe the functions, features and process of manpower planning and personnel management in extension;

- Describe different types of training for staff development in extension; and

- Analyse and apply different styles of management in the context of extension and development.

15.2 MANPOWER PLANNING IN EXTENSION

Extension of educational benefits to the diverse categories of needy sections of population calls for effective manpower planning. In this section, our focus will be on different aspects of manpower planning in extension.

15.2.1 Concept, Need and Significance of Manpower Planning

Manpower planning is a double-edged weapon. If used properly, it leads to the maximum utilization of manpower, reduces excessive labour turnover and high absenteeism; it improves productivity and aids in achieving the objectives of an organization.

i) **Concept of Manpower Planning:** According to Geisler (1967), manpower planning -- including its forecasting, developing and controlling -- is the process by which a firm ensures that it has the right number of people and the right kind of people at the right places at the right time, doing work for which they are economically most useful. From this definition it is clear that manpower planning is a vital tool in the hands of management to control labour costs by avoiding both shortages and surpluses of personnel in an organization. In large organizations, this function is performed by the personnel department. Stainer (1969) defined manpower planning as: " a strategy for the acquisition, utilization, improvement, and preservation of an enterprise's human resources. It relates to establishing job specifications or the quantitative requirements of jobs determining the number of personnel required and developing sources of manpower."

Coleman (1970) has defined manpower planning as "the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organization". It

is defined as "the process of determining and ensuring that the organization will have an adequate number of qualified personnel" (Dale S. Beach, 1980). Thus, manpower planning is the application of the planning concepts to human resources of business concerns.

Planning the necessary programmes of requirement, selection, training, development, utilization, transfer, promotion, motivation and compensation is essential to ensure that future manpower requirements are properly met. Thus, it will be noted that manpower planning consists in projecting future manpower requirements and development of manpower plans for implementation of the projections. This planning cannot be rigid or static; it is amenable to modification, review and adjustments in accordance with the needs of an organization or the changing circumstances.

Manpower planning can be either short-term or long-term. *Short-term manpower planning* is done to find a temporary match between the existing individuals and the *existing* jobs. It aims at quick removal of anomalies in postings and placements. *Long-term manpower planning* is done to find and promote a proper match between the present and the future jobs and their future incumbents.

ii) **Need for Manpower Planning:** Manpower planning is deemed necessary for all organizations for the following reasons:

- To carry on its work each organization needs personnel with the necessary qualifications, skills, knowledge, work experience and aptitude for work. These are provided through effective manpower planning;

- Since a large number of persons have to be replaced who have grown old, or who retire, die or become incapacitated because of physical or mental ailments, there is a constant need for replacing such personnel. Otherwise, the work would suffer;

- Manpower planning is essential because of frequent labour turnover which is unavoidable and even beneficial because it arises from factors which are socially and economically sound such as voluntary quits, discharges, marriage, promotions; or from factors such as seasonal and cyclical fluctuations in business which cause a constant ebb and flow in the workforce in many organizations;

- In order to meet the needs of expansion programmes human resource planning is unavoidable (it becomes necessary due to increase in the demand for goods and services with growing population, and rising standard of living requiring larger quantities of the same goods and services;

- The nature of the present workforce in relation to its changing needs also necessitates the recruitment of new labour. To meet the challenge of a new and changing technology and new techniques of production, existing employees need to be trained or new blood injected into an organization; and

- Manpower planning is also needed in order to identify areas of surplus personnel or areas in which there is a shortage of personnel. If there is a surplus, it can be redeployed; and if there is shortage, it may be made good.

iii) Significance of Manpower Planning: Manpower planning is an important part of the overall planning of an organization. It is essential to put the plans of an organization into action for the accomplishment of its objectives. It provides enough opportunity for identifying and developing managers to move up the corporate ladder.

Manpower planning is one of the most pressing responsibilities of personnel management to attract and develop the required number of right personnel for manning various positions in the organization. Thus, planning for human resource requirements is useful in the following ways:

- It enables the organization to have the required personnel at various levels on a continuous basis so as to achieve economy and efficiency.

- It helps the organization to meet its changing requirements of personnel without any problem.

- It makes it easier to find replacements for top managerial positions as and when senior managers retire.

15.2.2   Features, Process and Benefits of Manpower Planning

The features, the process and the benefits of manpower planning are briefly presented below.

A) Features: The important features of manpower planning are as follows.

- Manpower planning is concerned with finding out the manpower requirements of the organization both in the right number and of the right kind.

- It is a comprehensive process relating to various aspects of manpower management.

- It takes into account the manpower required at a future date in the organization.

- It deals with effective utilisation of manpower by specifying the various factors to be considered in this respect.

B) Process: The process of manpower planning entails consideration of the following steps: i) Job analysis, ii) Skill inventory, iii) Personnel forecasting, iv) Employment plan, and v) Training and development of personnel.

i) *Job analysis:* It is defined as a process of discovering, identifying and obtaining the pertinent information relating to the nature of a specific job in the organisation.

The process of job analysis involves collection and analysis of data pertaining to the specific jobs in terms of duties, responsibilities, skills, knowledge, etc. These data are classified on the basis of: a) job identification, b) nature of job, c) various operations involved in doing the job, d) personal attributes required to do the job, e) materials and equipment to be used in doing the job, and f) relation with other jobs.

This classification of data provides information relating to two basic things: the nature of the job, and the person performing the job. Hence, job description and job specification can be prepared for various positions.

- *Job description:* It describes a job and specifies the requirements of the job. The job analyst should determine the data to be recorded on the job description document. To make this document more meaningful, the personnel department may invite job description from workers, foremen and supervisors. This document usually contains matters relating to: a) job title, b) job location, c) job summary, d) duties to be performed, e) machines, tools and materials, f) nature of supervision, g) working environment, and h) relation to other jobs. Moreover, the job description document is highly useful to the management for conducting selection, training, performance appraisal, and job evaluation of personnel.

- *Job specification:* It states the qualities needed in an individual to perform the job description successfully. It prescribes the qualities required for acceptable performance of a particular job such as formal education, experience, psychological attitude, physical measurements, etc. Thus, the qualities as assessed and recorded on the job specification document involve an element of subjectivity.

ii) **Skill inventory:** It is also known as *manpower inventory*. It involves counting of the number of personnel in the organization and cataloguing their characteristics. Thus, it deals with the intangible items, unlike the normal inventory of tangible items such as raw materials, finished goods, etc. The process of manpower inventory usually consists of: a) names of personnel, b) cataloguing of factual information on each individual, c) systematic and detailed appraisal of these individuals, and d) detailed study of those individuals who have potential for development.

iii) **Personnel forecasting:** It is a process by which the future personnel requirements of the organization are determined. This is known as *workforce analysis*. It involves many variables such as: a) composition of the present workforce, b) skill required in the potential new venture, c) future sales and service projections, and d) technological changes.

iv) **Employment plan:** After personnel forecasting, the next phase is to chalk out a detailed programme of recruitment, selection, training and promotion of personnel in each department. This is how the personnel needs of various departments are met.

v) **Training and development of personnel:** To develop managerial personnel, executive development programmes are organised for both new and old employees to give them the necessary training for learning new skills.

C) **Benefits/Uses:** Given below are some important uses/benefits of manpower planning.

- Upper management has a better view of the human resources dimensions of business decisions;

- Personnel costs may be less because management can anticipate imbalances, before they become unmanageable and expensive;

- More time is provided to locate source talent;

- Better opportunities exist to include women and minority groups in future growth plans;

- Better planning of assignments to develop managers can be done;

- Major and successful demands on local labour markets can be made.

Manpower planning is practically useful at different levels (Narayan Rao, 2009).

i) *National level:* It is generally done by the Government and covers items like population projections, programme of economic development, educational facilities, occupational distribution and growth, industrial and geographical mobility of personnel.

ii) *Sector level:* It may be done by the Government – Central or State – and may cover manpower needs of agricultural, industrial and service sectors, amongst others.

iii) *Individual unit level:* It may relate to manpower needs for various departments and for various types of personnel in different units.

15.2.3 Functionaries/Personnel Involved in Manpower Planning

Manpower planning is the responsibility of both the line and the staff manager of the personnel department. The line manager is responsible for estimating manpower requirements. For this purpose, (s)he provides the necessary information on the basis of the estimates of the operating levels. The staff manager provides the supplementary information in the form of records and estimates. The staff manager is expected to: i) report about manpower utilization in the present and the past: ii) provide help and advise managers on the assessment of manpower utilization and to develop sources of information and techniques for purposes of comparison; iii) administer the procedure of forecasting or objective setting; iv) present the overall forecasts of departmental managers; and v) to advise line managers on forecasting techniques.

The responsibilities of the personnel department in regard to manpower planning have been stated by Geisler (1967) in the following words:

i) To assist, counsel and pressurize the operating management to plan and establish objectives;

ii) To collect and summarize data in total organization terms and to ensure consistency with long-range objectives and other elements of the total business plan;

iii) To monitor and measure performance against the plan and keep the top management informed about it; and

iv) To provide for the research necessary for effective manpower and organizational planning.

At the end, it may be noted that all organizations - those that have a high labour turnover must systematically plan their short-term, medium-term and long-term manpower needs. These requirements need periodical reviews and adjustments to meet changing conditions.

15.2.4 Strategies for Manpower Planning

The objective of manpower planning is to maintain and improve the organization's ability to achieve its goals by developing strategies that will result in optimum contribution of manpower. For this purpose, Stainer (1969) recommended the following nine strategies for the manpower planners:

i)   They should collect, maintain and interpret relevant information regarding human resources;

ii) They should report periodically manpower objectives, requirements and existing employment and allied features of manpower;

iii) They should develop procedures and techniques to determine the requirements of different types of manpower over a period of time from the standpoint of organization's goals;

iv) They should develop measures of manpower utilization as component of forecasts of manpower requirements along with independent validation;

v)   They should employ suitable techniques leading to effective allocation of work with a view to improving manpower utilization;

vi) They should conduct research to determine factors hampering the contribution of the individuals and groups to the organization with a view to modifying or removing these handicaps;

vii) They should develop and employ methods of economic assessment of manpower reflecting its features as income-generation and cost, and accordingly improving the quality of decisions affecting the manpower;

viii) They should evaluate the procurement, promotion and retention of the effective human resources; and

ix) They should analyze the dynamic process of recruitment, promotion and loss to the organization and control these processes with a view to maximizing individual and group performance without involving high cost.

15.2.5 Manpower Planning in India

Barring only a few big organizations manpower planning has never been seriously done by Indian organizations in the past. However in recent years, focus on manpower planning is increasing due to the following reasons.

• Widespread and rapid change in production technology is causing redundancies and necessitating retraining and redeployment of personnel.

• There is shortage of talented and skilled manpower.

• There is change in the profile of the work force in terms of age, sex, education and social background.

• There is demand for change in recruitment procedures from various pressure groups such as unions, politicians and sons of the soil.

• New laws are being enacted with regard to working conditions of weaker sections, women and children, casual and contract labour, handicapped and scheduled castes and tribes.

- Enormous increase in the number of applicants per vacant post is, on the one hand increasing the expenditure on recruitment and, on the other, making the lead time between receiving applications and recruiting individuals longer.

- Number of misfits who are unable to adjust in the new environment is increasing. Their dissatisfaction is usually finding expression in high rates of absenteeism and turnover.

- There is greater demand for internal promotions and career planning.

- Under the existing laws incompetent employees cannot be easily dismissed. Once recruited they become a permanent liability of the organization.

- Many Indian companies are restructuring their organization structures by thinning their management ranks and expanding their spans of control. Now, the thrust is to flatten layers, expand spans and transform the organizational pyramid from tall and narrow to short and wide.

All these aspects of manpower planning have equal relevance to extension and development.

Check Your Progress

Notes: a) Space given below the question is for writing your answer.

      b) Check your answer with the one given at the end of this unit under "Answers to 'Check Your Progress' Questions."

1) i) Define manpower planning and explain its significance.

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    ii) What are the salient features of manpower planning?

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iii) List out the steps involved in the process of manpower planning.

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iv) List out the benefits of manpower planning.

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15.3 PERSONNEL MANAGEMENT IN EXTENSION

Once the planned manpower comes into required places in the organisation, personnel management assume greater significance. We need to know about important aspects of personnel management so as to be able to understand its significance in the context of extension.

15.3.1 Concept, Features and Significance of Personnel Management

We will discuss the concept, features and significance of personnel management below.

A) **Concept:** Personnel management is a rapidly growing discipline. It is a science and an art for controlling manpower. The challenge of personnel administration/management is all about personnel – their development, well-being and satisfaction. It has been defined by some of the authorities on Personnel Management in the following manner.

- Personnel management "is the process of bringing people and organizations together for accomplishing the goals of each." (Mamoria and Gankar, 2009).

- Personnel management is that part of the management process which is primarily concerned with the human constituents of an organization (Brech, 1972).

- Personnel management is the recruitment, selection, development, utilization and accommodation of human resources by organizations." (French Wendell, 1974).

- The personnel function is concerned with the procurement, development, compensation, integration and maintenance of the personnel of an organization for the purpose of controlling towards accomplishment of the organizational goals (Flippo Edwin, 1980).

Personnel management, therefore, is that phase of management which deals with the effective control and use of manpower as distinguished from other sources of power.

B) **Features:** The analysis of various definitions shows the following features of personnel management.

- *Universal application:* Personnel management has a universal application as it is a part of general management and has roots extending throughout and beyond each organization.

- *Managing people:* Personnel management covers all people including clerical staff, executives, and managers. Thus, it is concerned with managing everyone at work.

- *Concerned with employees.* Since personnel management aims at motivating employees for getting better results from them, it is concerned with employees both as individuals and in groups. It is also concerned with behavioural, emotional and social aspects of personnel.

- *Goal oriented:* Personnel management is goal-oriented as its object is to contribute to achievement of the organizational goals.

- *Continuous application:* Personnel management is not something to be used sparingly. Every manager is required to perform the personnel function on a continuous basis.

- *Development of human resources:* Personnel management is concerned with the development of human resources such as knowledge, capability, skills, potentialities and attaining and achieving employee goals, including job-satisfaction.

C) **Significance:** The institutional harmony is by far the greatest asset of an organization. It cannot be realized by sheer exercise of authority and enforced from outside. It should come voluntarily through some real common interests among management and the workers/employees.

One of the most significant factors for the success of an organization is the effective management of its people. Unless the right type of people are employed, there will be wastage of materials, time, efforts, money and energy. It is, therefore, important that the right people are recruited and developed in terms of their skills, knowledge and attitude.

Human factor plays a crucial role in the process of management which is the proper combination and application of five Ms, i.e., men, materials, machines, methods and money. Although all these Ms occupy a significant place in management, manpower is the most important and the foundation of every organization. This is made clear from the fact that the best raw-materials, the latest machines and equipment and the amount of capital invested would all remain idle if the workers are not willing to work. It is in fact said that all developments come from the human mind.

In brief, personnel management plays a crucial role in an organization as it helps in the following ways: i) It helps in attracting and retaining the best people in the organization, ii) It helps to motivate organizational members to do outstanding work, iii) It helps to identify the best people to man available jobs through appropriate recruitment and selection activities, and iv) It helps to develop individuals through performance appraisals and training.

15.3.2 Objectives and Functions of Personnel Management

Objectives and functions of personnel management largely determine the quality of the staff and their functioning.

A) **Objectives:** The basic goal of personnel management is to derive the 'best' out of the people through their wholehearted cooperation. In the light of this emerging trend, let's examine the following major objectives of personnel management.

- *Optimizing the utilization of organization's manpower:* The fundamental purpose of personnel management is the optimum utilization of the manpower to accomplish the goals of the organization. This helps to harness people's strengths and enhance productivity.

- *Maintaining a high morale:* Personnel management tries to prompt and stimulate employees to realize their potential. This ultimately helps to maintain and increase employees' morale.

- *Communicating personnel policies to all employees:* Personnel management is responsible for communicating with customers, non-customers, regulators and other external public for understanding their views of internal human resources.

- *Providing well-trained and well-motivated employees:* It is personnel management which is responsible for providing well-trained and well-motivated employees to the organization. For this purpose, the performance of the employees needs to be evaluated properly so that they can be remunerated on the basis of their contributions to the organization.

- *Developing desirable working relationships:* Personnel management is responsible for creating desirable working conditions so that congenial relationships can be developed among the members of the organization.

The above objectives can be accomplished through the following prerequisites: i) Recruiting right personnel in the right jobs at the right time, ii) Formulating sound organizational policies, iii) Maintaining sound industrial and human relations, and iv) Making the employees aware of the management's view that "people work with us rather than people work for us."

B) **Functions:** The functions of personnel management can be broadly classified into two categories. They are managerial and operative. These functions are briefly elaborated below. Thus, all managerial functions influence the operative functions.

i) *Managerial Functions:* These include the following.

- *Planning:* The personnel manager determines personnel programmes in advance. It comprises forecasting of personnel needs, changing values, attitudes and behaviour of employees and their impact on the organization.

- *Organizing:* The personnel manager organises certain personnel functions by establishing relationships among the employees for the attainment of the organizational goals.

- *Directing:* The personnel manager directs the activities of people of the department for getting its functions performed.

- *Coordinating:* The personnel manager coordinates personnel management function with the other functions of management at different levels.

- *Controlling:* Controlling helps the personnel manager to adjust the actions and operations in accordance with the pre-determined personnel plans and standards.

ii) **Operative Functions:** These functions are related to specific activities of personnel management and include the following.

- *Employment:* It is concerned with securing and employing the right kind and number of persons necessary to accomplish organizational goals. It involves the functions such as job analysis, manpower planning, recruitment, selection, placement, induction, and so on.

- *Development:* It is concerned with the human side of the organization and seeks to change attitudes, values, organization structures and managerial practices for attaining the enterprise goals. Here, the personnel department designs and runs appropriate training programmes for proper developement of people at work.

- *Compensation:* It is the process of providing adequate and equitable remuneration for persons working in the concern. It comprises job evaluation, wage and salary administration, incentives, bonus, fringe benefits, social security measures, etc. Factors such as basic needs of personnel, job requirements, legal provisions regarding minimum wage, capacity of the concern to pay, and the wage level of the competitors should also be borne in mind while the compensation of personnel is fixed.

- *Integration:* The most important aspect of integration is communication. The personnel manager should establish a proper communication channel at all levels of the organization so that the grievances of personnel can be suitably redressed. This will ultimately help in achieving good industrial relations.

- *Efficiency:* Workers should be provided with good working conditions which motivate them to not only maintain efficiency but also improve efficiency. These measures comprise health, safety and welfare of the workforce.

If managerial functions deal with planning, organizing, directing, coordinating and controlling the activities of an organization, the operative functions relate to procuring, developing, compensating, integrating and maintaining the workforce for accomplishing the goals of the enterprise.

15.3.3   Personnel Department and Role of Personnel Manager

There is a need for a department of personnel and a manager as its head, if the orgnisation is reasonably big involving many personnel. Even if the organisation is small with out a department of personnel, the function of a personnel manager does exist but the function is integrated into the overall funcitons of the ogranisal head at relevant unit level.

A) Personnel Department: The personnel management has gained a unique status in the modern industrial concerns. The personnel manager organises the personnel department which is generally assigned the operative functions of employment, compensation, training, etc. These functions are performed in consultation with the heads of other departments. The personnel department therefore helps the other departments to contribute towards organizational goals in the following manner.

- *As a specialist:* The personnel department should have staff relationship with other departments of the organization. It advises the management on all areas relating to the personnel management and industrial relations. Personnel department counsels and assists all the line managers in the organization. But, it is not responsible for the end results.

- *As a source of help:* The personnel department should earn the confidence of the line managers as a source of help when it is needed.

- *As a change agent:* The personnel department is generally more concerned with providing information and offering advice to the decision-makers rather than making decisions. The personnel manager should, therefore, be familiar with different disciplines such as management, technology, sociology, psychology and organizational behaviour in order to be able to provide the required information and infrastructure to the line managers.

- *As a controller:* Usually, the personnel manager helps and advises line managers in implementing their programmes and thus exercises the control function.

B) Role of Personnel Manager: A personnel manager is one of the many specialists in the organization. He plays a unique role in the success of an organization. Some of these roles are:

i) To help top management in preparing, adopting and evaluating personnel programmes and policies.

ii) To maintain a programme of education and training of personnel.

iii) To help management in maintaining good communication throughout the organization.

iv) To develop an effective appraisal system.

v) To undertake personnel research.

vi) To establish the mechanism for administration of personnel services that are delegated to the personnel department.

vii) To achieve and maintain good inter-personal relations in the concern.

Qualities of a personnel manager: The personnel manager is an important functionary of an organization. The functions of the personnel manager vary, both in nature and degree, depending upon the size, the location and the nature of the concern. Some of the important qualities required in any successful personnel manager are as follows.

- *Capacity for leadership:* The personnel manager should have leadership qualities as he has to exercise control over many matters affecting the workers. He/she should be in a position to convince others about his/her viewpoints and face opposition without fear of any kind.

- *Personnel integrity:* The personnel manager should be a person of integrity, i.e. a person who can be trusted completely, as he/she is concerned with human relation problems more than anybody else in the concern.

- *Capacity for persuasion:* The personnel manager should have the capacity to persuade his/her fellow managers of the wisdom of the proposals he/she makes. He/she should have the patience to persuade the employees in the desired direction.

- *Sense of social responsibility:* The personnel manager should be aware of social responsibility of the institution as it is a part of society whose success depends upon the cooperation of the people in it. He/she should treat people working in the concern as social units and deal with them keeping the social background of the business in mind.

- *Professional attitudes:* As the job of personnel manager is getting more and more professionalized, he/she should have some knowledge of various disciplines such as technology, engineering, management, sociology, psychology, philosophy, human physiology, economics, commerce and law. He/she should have the capacity to couple social justice with warm personal interest in people.

- *Dynamic personality:* Apart from the above mentioned qualities, a personnel manager should be dynamic, possessing spontaneity of speech, courtesy, social awareness and personal dignity.

Personnel management in extension and development also involves all the aspects discussed above.

Check Your Progress

Notes: a) Space given below the question is for writing your answer.

   b) Check your answer with the one given at the end of this unit under "Answers to 'Check Your Progress' Questions."

2) i)   What is personnel management?

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ii) What are the objectives of personnel management?

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iii) What are the broad functions of personnel management?

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15.4 STAFF DEVELOPMENT

Staff is the collective noun for the personnel involved in execution of various activities at different levels. Staff development assumes greater significance in effective implementation of the programmes. Staff development is essential for improving the quality of the personnel executing their functions at different levels of the system. In the context of extension, it refers to the development of extension staff itself.

15.4.1 Meaning, Purpose and Methods of Staff Development

The term development means 'growth of the individual in all respects'. In the context of staff development, it refers broadly to the development of the multi-layered teams of employees through the process of *training* and *education*. It is part of management development.

Management development includes all those activities and programmes, when recognized and controlled, which have substantial influence in changing the capacity of the individuals to perform their assignments better and in so doing are likely to increase their potential for future management assignments.

The *purposes* of staff development for executivion of their work are as follows: i) To improve the knowledge and performance of the executives, ii) To develop the executives and others for taking up new assignments in future, iii) To ensure adequate managerial talents for the long-term survival and growth of the organization, and iv) To influence the behaviour of workers through the trained and senior staff.

The *methods* designed for staff development include: i) special courses, ii) special projects, iii) committee assignments, iv) case study, v) conference training, vi) management games, vii) sensitivity training or T-group training, and viii) role playing.

- *Special courses:* Special courses are formally organized by the organisation with the help of experts. The selected staff may be required to attend these courses. They may also be sponsored to attend courses conducted by others concerned.

- *Special projects:* Under this method, a special project is assigned to an executive and he/she is asked to study the whole situation and find solutions related to his/her department. The project would also help in educating the executive.

- *Committee assignment:* Committee assignment is one of the important methods of educating the executives and other senior level functionaries to acquire a general background and to modify their behaviour towards the selected problem. Under this method, an ad hoc committee is constituted and is assigned a subject to discuss and make recommendations. Thus, every member of the committee gets a chance to learn from others.

- *Case study:* It is a means of stimulating experience in the classroom or training programme. Under this method, the trainees are asked to analyze a problem and suggest solutions. The actual decision is known only to the person who conducts the programme. After collecting the views of all the participants, the decision is discussed with the trainees. They can compare their analysis with the real solution.

- *Conference training.* A conference is a group meeting conducted in accordance with an organized plan. The participants express their views on the subject fixed beforehand. As a participant, a person can learn from others by comparing his views with those of others. Thus, conference training is ideally suited to learn about problems and issues and measure them from various angles.

- *Management games:* A management game is a classroom exercise in which teams compete against each other to accomplish common goals. Under this method, the competing teams are asked to make decisions about production cost, research and development, sales, etc.

- *Sensitivity training or T-group training:* The development of awareness and sensitivity to behavioural patterns of oneself and others is called *sensitivity training.* It is generally conducted under controlled laboratory conditions. It is an experience in interpersonal relationships and useful in learning and unlearning certain things. The purpose of this training is to enhance the tolerance power of the individual and his/her ability to comprehend others.

- *Role playing.* Under this method, the trainees are assigned different roles to play. It is used to increase the trainee's skills in dealing with others. It is also used for leadership training. The trainees learn human relation skills through simulated experience and develop insight into one's own behaviour and its effect on others.

  These methods are not exhaustive. Depending upon the need and context, other suitable methods can be identified and used accordingly.

15.4.2 Training for Staff Development

After selecting the most suitable personnel for various activities in the organization, the management should make necessary arrangements for their training and development. This is because the efficiency of an organization depends directly on how capable its personnel are and the capability of personnel depends on their ability to do work efficiently which in turn depends on the type of training they receive.

A) **Meaning and Significance of Training:** Training is "the act of increasing the knowledge and skills of an employee for doing a particular job." It imparts specific skills for specific objects. Its basic purpose is to bring about a change in the behaviour of the workers. Training is mainly job-oriented and offered to both new and old employees.

Training is a process of learning a sequence of programmed behaviour. It attempts to improve the trainees' performance on the current job or prepare them for an intended job. It covers not only those activities which improve job performance but also those which bring about growth of the personality; help individuals in the progress towards maturity and actualization of their potential capacities so that they become not only good employees but better men and women. And this may well include not only imparting specific skills and knowledge but also inculcating certain personality and attitudes. In organizational terms, it is intended to equip persons to earn promotion and hold greater responsibility. Training a person for a bigger and higher job is part of staff development.

The basic purpose of training is to bring a change in the behaviour of the employees. This fundamental objective can be accomplished only through positive change in knowledge, skills and attitudes of employees. While the increased knowledge would help employees know facts, policies, procedures and bye-laws pertaining to their jobs, the increased skills would help them perform their jobs more efficiently. A good training should also mould the attitude of an employee towards other co-workers, the supervisor and others in the organization.

Training should be a continuous process as it improves the quality and quantity of work. It facilitates better utilization of equipment, reduces cost and boosts the morale of the employees. Training therefore is beneficial both to employers and employees in the collective efforts of staff development in the organisational set up.

i) *Benefits of Training to the Organization*

- *Better Performance.* The quantity and quality of work is high when the workers/stafff are given proper training.

- *Reduced Cost of Production.* Since training enables workers to make the most economical and best use of materials and equipment, the cost of production can be reduced.

- *Less Supervision.* The supervisor can increase his span of management because the trained employees need less supervision.

- *Long-term Stability and Flexibility.* The availability of trained personnel ensures long-term stability and flexibility in the organization.

- *Good Human Relations.* Training will develop confidence in the workers that they are being properly cared for. This will improve relations between the employers and the employees.

- *Uniformity of Procedures.* With the help of training, the best available methods of performing the work can be standardized to make them and made available to all employees.

ii) Benefits of Training to Employees

- *Advancement in Career.* Training helps employees to advance in their careers as it provides new knowledge and skills.

- *Increased Productivity.* Training helps to improve the performance of employees. Because of this they can earn higher salaries/wages and bonus.

- *Safety.* The trained employees are less prone to accidents as they know the use of various safety devices.

- *High Morale.* The trained employees should have greater job-satisfaction as they know their jobs. This helps to increase their morale.

- *Opportunity for Promotion.* Second line competent officers can be built through training. This helps them to try for promotion to higher jobs.

- *Increased Mobility.* The trained workers can move from one job to another or even from one organization to another for advancing their career.

B) Types of Training: The most common types of training used in industry are: i) Induction training, ii) Refresher training or re-training, iii) Training for promotion, iv) Apprenticeship training, and v) Internship training.

i) *Induction or Orientation Training:* Induction training refers to the initial training given to a new employee in an organization. It is essential to ensure that initial placement of an employee is faultless. Its purpose is to familiarize the employee with the organization, its set-up, procedures, rules and regulations. The range of information that can be covered under this training is: i) history of the organization, ii) products of the organization, iii) location of departments, iv) personal policies and practices, v) employees' activities, vi) rules and regulations, vii) standing orders, viii) grievance reddressal procedure, and ix) safety measures.

ii) *Refresher Training or Re-training:* Refresher training is meant for the existing/old workers of the organization to acquaint them with the latest methods of performing their jobs. In the words of Dale Yoder (1972), "Refresher training programmes are designed to avoid personnel obsolescence." The skills of the existing workers become obsolete on account of technological changes and the tendency of the human beings to forget. As a result, they are required to undergo a training programme in order to be able to introduce new products and services in accordance with the changing technological methods.

iii) *Training for Promotion:* Training is imparted to the employees who are promoted to superior positions in the organization.

iv) *Apprenticeship Training:* Apprenticeship training is one of the traditional methods of training and is meant to give trainees sufficient knowledge and skill in technical or professional jobs. Under this method, trainees are placed under the charge of a qualified instructor. This type of training is very common in skilled trades such as electricians, plumbers, carpenters, etc.

v) *Internship Training:* Internship training refers to the joint programme of training in which the training institution and field level organisation cooperate with each other. It is usually meant for such vocations where advanced theoretical knowledge is to be backed up by practical experience on the job. With this end in view, students are sent to big industrial enterprises for practical training in between their terms in college.

Check Your Progress

Notes: a) Space given below the question is for writing your answer.

b) Check your answer with the one given at the end of this unit under "Answers to 'Check Your Progress 'Questions."

3) i) Explain the concept of staff development.

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ii) What are the different methods of staff development?

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iii) Explain the significance of training in staff development.

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15.5   STYLES OF MANAGEMENT

Management styles depend upon the leadership styles of the managers. So, the management styles are not much different from the leadership styles. There are three most talked about management styles — democratic, autocratic, consultative and laissez-faire management styles. Selecting the correct management style may lead to greater motivation and productivity of the staff. Manager's personalities and characteristics will influence the type of style adopted. Hence, the management style is not as easy as just 'picking' it from those available ones. Extension educationists and educators must be very careful in choosing from or adopting any particular management style(s) discussed below.

15.5.1   Management Styles based on the Leadership Styles

Management styles based on the leadership styles are as follows.

i) **Democratic Management Style:** A democratic manager delegates authority to his/her staff, giving them responsibility to complete the task assigned to them. It is also known as empowerment of staff. Staff will complete the tasks using their own work methods. However, the task must be completed on time. Employees are involved in decision-making with a sense of belongingness and motivation. Because staff feels a sense of belongingness and are motivated the quality of decision-making and work also improves. Although popular in business today, a democratic management style can slow down decision-making because staff needs to be consulted. Also, some employees, by not working to their full potential may take advantage of the fact that their manager is democratic and allow other group members to 'carry' them.

ii) **Autocratic Management Style:** In contrast to the above style, an autocratic manager dictates orders to their staff and makes decisions without any consultation. The leader likes to control the situation they are in. Decisions are quick because staff are not consulted and work is usually completed on time. However, this type of management style can decrease motivation and increase staff turnover because staff are not consulted and do not feel valued.

iii) **Consultative Management style:** A consultative management style can be viewed as a combination of the above two styles. The manager will seek views and opinions from their staff, allowing them to feel involved but will ultimately make the final decision.

iv) **Laissez-Faire Management style:** A laissez-faire manager sets the tasks and gives staff complete freedom to complete the task as they see it fit. There is minimal involvement from the manager. The manager however does not sit idle and watch them work! He/she is there to coach or to answer questions, or to supply information, if required. There are benefits; staff again is developed to take responsibility which may lead to improved motivation. However, with little direct guidance from the manager, staff may begin to feel lost and not reach the goals originally set within the time frame.

15.5.2 Management Styles based on Management Theories and Concepts

Management styles depend upon the nature and process of management as well. There are different theories that explain the concept of management including its nature and process. Adoption these theories in the functional context of an organization will influence òr determine the general work environment of that particular organization or set-up. Different management styles can vary a little bit with a change in leadership; however, the crux of the style based on a theory mostly remains the same. Through the years, economists and business leaders have fostered and developed several management styles, each surfacing from a different school of thought. However, they all — be it Maslow, Mayo or Drucker — had the same bottom line, that is profit! They may have followed different routes but all headed to the same destination, good business! Different "styles" are also propounded with reference to the leadership style that a manager follows. Styles of management have seen an evolution of sorts due to the dynamism of the corporate world as an entity. We touch upon these different management styles and the extension educationists and extension educators need to select suitable style(s) depending on their contexts.

1) *Management Style based on Scientific Management:* This is one of the earliest management styles. Propounded and developed by Frederick Winslow Taylor in 1900, the concept of scientific management is also known as "Taylorism". This method believed in the concept of "One best method" to perform a certain task. In general, Taylorism believed in the following principles:

   - It believed that decision-making should be under the purview of the management. This ensures that emotions do not form the governing factor for a business. More so, decision- making can be more professional when it is in the hands of managers. This is because they can be unbiased and have a scientific approach towards management.

   - It also believed in developing a standard method to perform each job. This helps in having uniformity in the production. Taylorism caters more to shop floor management. Standard methods speèd-up the production process and create an environment of expertise.

   - Taylorism believed in selecting workers with appropriate abilities for each job. This ensured a general environment of excellence and complete understanding of the task at hand.

   - As per Taylorism, workers used to be trained along the standard methods that were previously developed and fine-tuned to have the "one best method". This aspect of Taylorism is still being followed in many organizations. However, it is facing a lot of opposition.

   - Taylorism believed in providing complete support to the employees in order to plan their work and eliminate interruptions. This was to ensure that when at work, the employee would not think of anything but the job at hand. This was believed to be very good for efficiency.

   - The concept of wage incentives was, in fact, first propounded by Taylor. As per this management style, it was believed that in case of increased

output by a certain employee, he/she was rewarded with a wage incentive or a bonus. This was to ensure that the employees were motivated to perform as much as they could.

Scientific management style is the first official management style that came into existence. It greatly impacted the world economy and led to several organizational reforms.

2) *Management Style based on Process Approach:* This is the second of the early business management styles. The process approach was propounded by Henry Fayol in the 1920s. As such it is popularly known as "Fayolism". Fayolism is a modification of Taylorism. However, its modifications made this management style very different from Taylorism, as it was broader in perspective. It defined management in a different manner. Stability of personnel tenure. Fayolism believed and propounded that each organization has 16 management duties. They are:

i) To give serious thought to activity plans and have them firmly executed.

ii) To have people employed and equipment used to be relevant to the goal, the resources and the needs of the organization.

iii) To set up a unique direction (top management) which is skilled and vigorous.

iv) To consult others before taking actions in order to coordinate efforts.

v) To work at formulating decisions in a clear, clean and precise way.

vi) To have an efficient recruitment, each department needing to be led by a skilled and active person, each employee being at the place where he/she can provide the most services.

vii) To define clearly the job description.

viii) To encourage people for taking initiatives and responsibilities.

ix) To pay appropriately, fairly and expertly for the services provided to the organization.

x) To correct faults and errors.

xi) To ensure discipline.

xii) To aim at having individual interests subordinated to the organization's interest.

xiii) To give special attention to the unity of command.

xiv) To supervise the material order and social order, to keep the place tidy and to avoid strikes.

xv) To verify everything by applying quality control on every operation.

xvi) To conquer the "red ribbon" attitude.

The process approach to management style really simplified several production as well as service functions and is still widely followed and studied. In fact, it is known as one of the most effective management styles.

3) ***Management Style based on Hawthorne Effect:*** Developed in the 1930s and 1940s by Elton Mayo (1946), the Hawthorne experiments were the basis of this management style. This management style believes in the concept of: "a happy worker, is a good worker". This is why, as per this management style, majority of the concentration was to keep the workers happy by providing them with required amenities. Adequate light, healthy diet and conducive environment should be provided to the employees to ensure optimum output from the employees. This concept was developed on the basis of two beliefs:

- People are not the rational and economic beings assumed by classical theorists.

- Social interaction is important and people work well if they feel valued.

The Hawthorne experiments were in 3 parts.

i) In the first part, *a set of changes* were made to the general work environment and timings.

   ➢ They changed the pay rules so that the group was paid for overall group production, not for individual production.

   ➢ The employees were given two 5-minute breaks (after a discussion with them on the best length of time) and then changing to two 10-minute breaks (not their preference). Productivity increased but when they were given six 5-minute rests, they disliked it and reduced output.

   ➢ The employees were provided food during the breaks.

   ➢ They tried shortening the day by 30 minutes (output went up); shortening it more (output per hour went up, but overall output decreased); returning to the first condition (where output peaked).

ii) The second part were *interviews with each of the employees*. This was to verify the impact of the experiments. As a result of the interview, it was concluded that the changes were welcome and the productivity and morale were high.

iii) The third part was to see if the *payment incentives* had any impact on the productivity. As a result, it was found that peer compatibility and comparison had more consequential impact as compared to payment incentives.

The Hawthorne experiments and the Hawthorne effect highlighted to the corporate world that human beings were the main resources for any organization and had to be kept happy to ensure high productivity.

4) ***Management Style based on Human Needs and Motives:*** Maslow's theory on the 'hierarchy of needs' had many implications for management style. According to Maslow (1954) every individual's needs are divided into a certain hierarchy.

- *Physiological needs:* These are basic primal needs that every individual feels. They include: Food, Shelter, Clothing, Warmth, etc. These needs are the basic needs. According to this theory, a person's motivation begins with sufficiently satisfying these needs.

- *Safety needs:* Once the physiological needs are met, an individual then aims at meeting his/her safety needs. They include: personal security, financial security, health and well-being, safety net against accidents/ illness and the adverse impacts. It is natural for any individual to see importance in these needs.

- *Social needs:* Once the safety needs are met, an individual would then graduate further to the social needs. This is when they will feel the need and requirement for friends, intimacy, relationships, family, etc..The individual is now in a position to "indulge" in these aspects. The individual also requires a feeling of belongingness and support.

- *Esteem needs:* Now we come to the need for self-esteem. By this stage, the individual feels the need for acceptance and status. This is when some people feel the need for fame and popularity as well. Maslow stated two types of esteem needs. A lower one and a higher one. The lower one is the need for the respect from others, the need for status, recognition, fame, prestige, and attention. The higher one, on the other hand, is the need for self-esteem, strength, competence, mastery, self-confidence, independence and freedom.

- *Self-actualization need:* Once the esteem needs are met, an individual goes higher up the ladder. This is when he/she feels the need for self-actualizing. This is where he/she needs to identify and realize the maximum of his/her potential. This is the ultimate motive that all the lower motives lead to. People who are at this stage have a high level of self- motivation. Self-actualization is the final step in the motivation ladder.

Maslow's hierarchy of needs is studied in management and education even today and followed to quite an extent by many organizations. It is used as a guide for employee-satisfaction and general need allocation in life as well.

5) *Management Style based on Complex Man:* This management style is a critique on all the previous management styles. It believed in safety culture. Propounded by E. H. Schein in the 1960s, safety culture was developed because:

- No single management style can succeed in improving the performance of all workers.

- The motives of an individual may be extremely complex and liable to change over time.

- A high level of satisfaction does not necessarily lead to increased productivity (the other way round?).

Further, it was also seen that the other management styles were too simplistic, whereas man is a very complex being. It is believed that safety is the one common requirement of all human beings. As per safety culture, the following were required to be committed by the management for the ideal safety culture management.

- Prioritization of safety over production.

- Maintaining a high profile for safety in meetings.

- Personal attendance of managers at safety meetings and in walk-abouts
- Face-to-face meetings with employees that feature safety as a topic
- Job descriptions that include safety contracts
- Communication about safety issues, including pervasive channels of formal and informal communication and regular communication between management, supervisors and the workforce.
- Involvement of employees, for empowerment, as well as delegation of responsibility for safety and encouragement to commit to the organization.

This style is used to a moderate extent with certain organization-specific modifications.

6) *Management Style based on Management by Objectives:* This is one of the recent management styles and in today's diverse market it is very useful. It was popularized by Peter Drucker in 1954. The objective of Management by Objectives is "to create empowered employees who have clarity of the roles and responsibilities expected from them, understand their objectives to be achieved and thus help in the achievement of organizational as well as personal goals." It has the following advantages.

- *Motivation:* Participative environment that included employees in goal-setting, etc., led the employees to being more motivated to come to work and increase the output.

- *Better-communication and coordination:* This method has made general communication and coordination much easier and smoother. Regular reviews, feedback and a general open-door policy help create an amicable environment in the organization.

- *Clarity of goals:* With MBO, the objectives are "SMART":
  - ➤ S — Specific
  - ➤ M — Measurable
  - ➤ A — Achievable
  - ➤ R — Relevant
  - ➤ T — Time-bound

This makes them very clear-cut. It also forges a link between the company as well as the individual personal goals. However, MBO has a few limitations. It concentrates on goals more than outcome. More so, it fails to state the context in which the goals are set. Appraisals are based on "what an employee should be" not "what an employee should do" and a few other organization-specific limitations. However, principles of this management style are kept in mind for a general management benefit.

As management encompasses man, money and material, there are several aspects that govern and are governed by management styles. Since man is the first and foremost consideration, the leadership styles followed by different managers has led to forging effective link between human behaviour and different management styles. Given below are a few such popular management styles.

7) ***Management by Coaching and Development (MBCD):*** In this management style, the manager is more like a coach in nurturing role. The employees have a long learning curve and the general work experience is more like a learning experience. In this management style, the manager leads not by ordering but by coaching and in this way performs his/her role of employee-training.

8) ***Management by Competitive Edge (MBCE):*** In this management style, the concept of healthy competition is duly fostered. In an organization following such a management style, all the employees are encouraged to compete with each other. This is mostly done with the help of R & R strategies (Rewards and Recognition strategies).

9) ***Management by Consensus (MBC):*** This management style is more along the lines of democratic style. It encourages the employees to offer their opinions, suggestions and feedback. This helps the organization in taking adequate employee-centric decisions. It is followed to quite an extent in organizations these days.

10) ***Management Style by Decision Models (MBDM):*** In this management style, decision models are prepared in order to work as precedent. These decision models are prepared with the help of hypothetical situations and projections made therefrom. This kind of a plan of action can work at many times; however, in case of a contingency, it would fail.

11) ***Management Style by Exception (MBE):*** The concept of delegation of authority is the focus in this management style. Each manager delegates as much responsibility and authority down the ladder, as possible. He/she only steps in as an end responsible, and when consulted.

12) ***Management Style by Information Systems (MBIS):*** As the name of the management style amply suggests, this style is based on results generated out of a data base. The IS is depended upon for decision-making and inter-relatedness. It is used for efficiency analysis and to increase efficiency as well.

13) ***Management Style by Matrices (MBM):*** In this management style, decisions and policies are made with reference to charts and variables. These charts help the management to figure out the efficiency, productivity, interrelation and other factors.

14) ***Management by Organizational Development (MBOD):*** In this management style, the managers work on improving the employee communication and relations. It is like the paternalistic style, but the organization's priority is profit rather the "employee satisfaction". Nonetheless, an organization following this management style, will work on having good employee relations and communication as well.

15) ***Management by Performance (MBP):*** In this management style, the key is performance. The managers believe that profitability is a derivative of performance. Hence, the emphasis is on motivating the employees to achieve higher and higher performance. They do this with the help of R & R combined with employee-satisfaction techniques.

16) *Management by Styles (MBS):* This is probably the most flexible of all management styles. It believes in changing the management style and adapting it as per the changing scenario and requirement. As such, this management style is prepared for contingency inspite of being flexible.

17) *Management by Walking Around (MBWA):* Yes, it sounds a little "out there", but Dave Packard, co-founder of Hewlett-Packard, developed this management style. It believes in the manager walking around the office interacting with the employees. This not only helps the manager get the feel of the employee sector, but also makes the employees feel cared for and connected to the management. It helps motivate the employees and results in better output and loyalty from the employees. This style is based on the premise that communication is the key.

18) *Management by Work Simplification (MBWS):* This management style believes in only one method. Simplification! So if it means that the work gets divided to double the number of people or bring in change in a policy. This is a very liberal method, yet it leads to a lot of discipline and control. Further, employees feel secure and satisfied.

19) *Management by Intercourse:* Now, before you start imagining, this management style is known as *Management by Interaction.* This management style believes that both male and female employees are required in an organization, to achieve a balance and optimum equilibrium of performance and profitability. Hence, it works on having conducive interpersonal relations between all employees.

To conclude, any management needs to keep in mind that along with profits, it needs to ensure employee-satisfaction as well. The perfect blend of all the positive and conducive aspects of all the management styles and techniques can lead to a harmonious and profitable organization-specific management style. As a person involved or interested in the extension education and development you can choose from or have a blend of management styles or to evolve your own style suitable to the given context in the field.

Check Your Progress

Notes: a) Space given below the question is for writing your answer.

b) Check your answer with the one given at the end of this unit under "Answers to 'Check Your Progress' Questions".

4) i) What are the management styles based on leadership styles?

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ii) List out the management styles based on the management theories or concepts.

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15.6   LET US SUM UP

In this unit we have discussed the concept of manpower planning its need, features, Significance, Process, Benefits, Functionaries/ Personnel involved, strategies for manpower planners, Manpower planning in India, Personnel Management in Extension, its Meaning and concept, Features, Objectives, Significance, Functions, Role of Personnel Department, Role of Personnel Manager, Staff Development, its Meaning and concept, Objectives of executive development, Methods of executive development, Training, Meaning of training, Objectives of training, Importance of training, Types of training, Methods of training and Methods/styles of management. It is hoped you are very clear about what we have discussed here.

15.7   ANSWERS TO 'CHECK YOUR PROGRESS' QUESTIONS

1) i) *Manpower planning* is defined as "a strategy for the acquisition, utilization, improvement and preservation of an enterprise's human resources. It relates to establishing job specifications or the quantitative requirements of jobs determining the number of personnel required and developing sources of manpower."

   Significance of manpower planning: Manpower planning is one of the most pressing responsibilities of personnel management. Its significance lies in attracting and developing the required number of right personnel for manning various positions in the organization.

   ii) Salient features of manpower planning include the following:

   * Manpower planning is concerned with finding out the manpower requirements of the organization both in the right number and of the right kind.

   * It is a comprehensive process relating to the various aspects of manpower management.

- It takes into account the manpower required at a future date in the organization.

- It deals with effective utilisation of manpower by specifying the various factors to be considered in this respect.

iii) The steps involved in the process of manpower planning are: a) Job analysis, b) Skill inventory, c) Personnel forecasting, d) Employment plan, e) Training and development of personnel.

iv) The benefits of manpower planning include the following:

- Upper management has a better view of the human resources dimensions of business decisions;

- Personnel costs may be less because management can anticipate imbalances, before they become unmanageable and expensive;

- More time is provided to locate source talent;

- Better opportunities exist to include women and minority groups in future growth plans;

- Better planning of assignments to develop managers can be done;

- Major and successful demands on local labour markets can be made.

- It enables the organization to have the required personnel at various levels on a continuous basis so as to achieve economy and efficiency.

- It helps the organization to meet its changing requirements of personnel without any problem.

- It makes it easier to find replacements for top managerial positions as and when senior managers retire.

2) i) Personnel management is the recruitment, selection, development, utilization and accommodation of human resources by the concerned organizations.

ii) The objectives of personnel management include the following:

- *Optimizing the utilization of organization's manpower:* The fundamental purpose of personnel management is the optimum utilization of the manpower to accomplish the goals of the organization. This helps to harness people's strengths and enhance productivity.

- *Maintaining a high morale:* Personnel management tries to prompt and stimulate employees to realize their full potential. This ultimately helps to maintain and increase employees' morale.

- *Communicating personnel policies to all employees:* Personnel management is responsible for communicating with customers, non-customers, regulators and other external public for understanding the views of internal human resources.

- *Providing well-trained and well-motivated employees:* It is personnel management which is responsible for providing well-trained and well-motivated employees to the organization. For this

purpose, the performance of the employees needs to be evaluated properly so that they can be remunerated on the basis of their contributions to the organization.

- *Developing desirable working relationships:* Personnel management is responsible for creating desirable working conditions so that congenial relationships can be developed among the members of the organization.

iii) *Functions of personnel management:* The functions of personnel management can be broadly classified into two categories. They are managerial and operative. If managerial functions deal with planning, organizing, directing, coordinating and controlling the activities of an organization, the operative functions relate to procuring, developing, compensating, integrating and maintaining a workforce for accomplishing the enterprise goals. Thus all managerial functions influence the operative functions.

3) i) Staff development means the development of the multi-layered teams of employees through the process of *training* and *education*. It is part of management development. Management development all those activities and programmes, when recognized and controlled, which have substantial influence in changing the capacity of the individual employees to perform their assignments better and in so doing are likely to increase their potential for future management assignments.

ii) *Staff develpoment* can be done in different ways. They are: a) special courses, b) special projects, c) committee assignments, d) Case study, e) conference training, f) management games, g) sensitivity training or T-group training, and h) role playing.

iii) Training assumes greater significance because it improves the quality and quantity of work. It facilitates better utilization of equipment, personnel and facilities reduces cost and boosts the morale of the employees. Training therefore is beneficial both to employers and employees.

a) Benefits of Training to the Organization

- *Better performance.* The quantity and quality of work is high when the workers are given proper training.

- *Reduced cost of production.* Since training enables workers to make the most economical and best use of materials and equipment, the cost of production can be reduced.

- *Less supervision.* The supervisor can increase his/her span of management because the trained employees need less supervision.

- *Long-term stability and flexibility.* The availability of trained personnel ensures long-term stability and flexibility in the organization.

- *Good human relations.* Training will develop confidence in the workers or employees that they are being properly cared for. This will improve relations between the employers and the employees.

- *Uniformity of procedures.* With the help of training, the best available methods of performing the work can be made available to all employees.

b) Benefits of Training to Employees

- *Advancement in career.* Training helps employees to advance their careers as it provides new knowledge and skills.

- *Increased productivity.* Training helps to improve the performance of workers. Because of this the workers can earn higher salary/wages and bonus.

- *Safety.* The trained workers are less prone to accidents as they know the use of various safety devices.

- *High morale.* The trained employees should have greater job-satisfaction as they know their jobs. This helps to increase their morale.

- *Opportunity for promotion.* Second line competent officers can be built through training. This helps them to try for promotion to higher jobs.

- *Increased mobility.* The trained workers can move from one job to another or even from one organization to another for advancing their career.

4) i) Management styles based on leadership styles include the following.

a) Democratic Management Style.

b) Autocratic Management Style.

c) Consultative Management style.

d) Laissez-Faire Management style.

ii) Management Styles based on Management Theories and Concepts include

a) Management Style based on Scientific Management.

b) Management Style based on Process Approach.

c) Management Style based on Hawthorne Effect.

d) Management Style based on Human Needs & Motives.

e) Management Style based on Complex Man.

f) Management Style based on Management by Objectives.

g) Management Style by Coaching and Development (MBCD).

h) Management Style by Competitive Edge (MBCE).

i) Management Style by Consensus (MBC).

j) Management Style by Decision Models (MBDM).

k) Management Style by Exception (MBE).

l) Management Style by Information Systems (MBIS).

m) Management Style by Matrices (MBM).

n) Management Style by Organizational Development (MBOD).

o) Management Style by Performance (MBP).

p) Management Style by Styles (MBS).

q) Management Style by Walking Around (MBWA).

r) Management Style by Work Simplification (MBWS).

s) Management Style by Intercourse.

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