

Unit 2. Human Resources Management (HRM)

Topic 2.1 Workflows

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Content

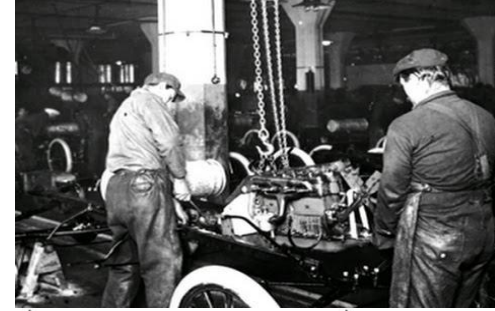
Theoretical materials:

1. **Workflow Analysis**
2. **Job analysis**
3. **Competency model**

1. Workflows Analysis

Work activity involving mental or physical effort on the workplace organized in range of task (s) to be undertaken in order to achieve a result.





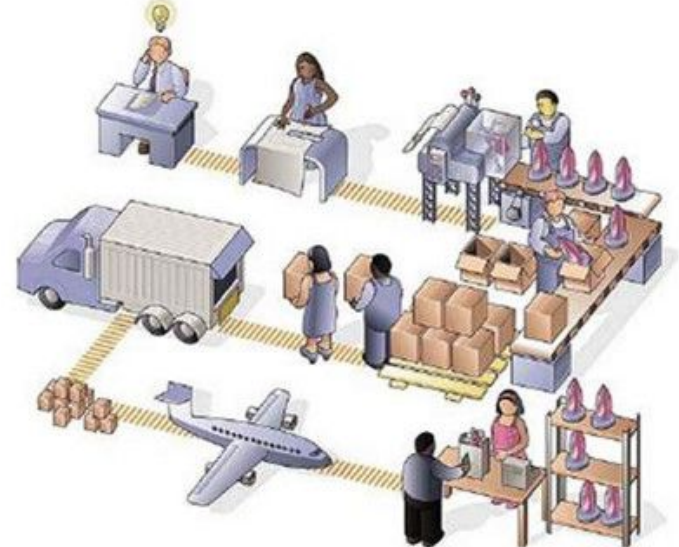
Workflow analysis

Workflow analysis

is the process of examining how work creates or adds value to the ongoing processes in a business.

Work-flow analysis looks at how work moves:

1. **from the customer demand** (*the need for work*)
2. **through the organization** (*value-creating steps, employees*)
3. **to the point** at which the work **leaves the organization as a product or service.**



Value-creation process example

Organizational structure

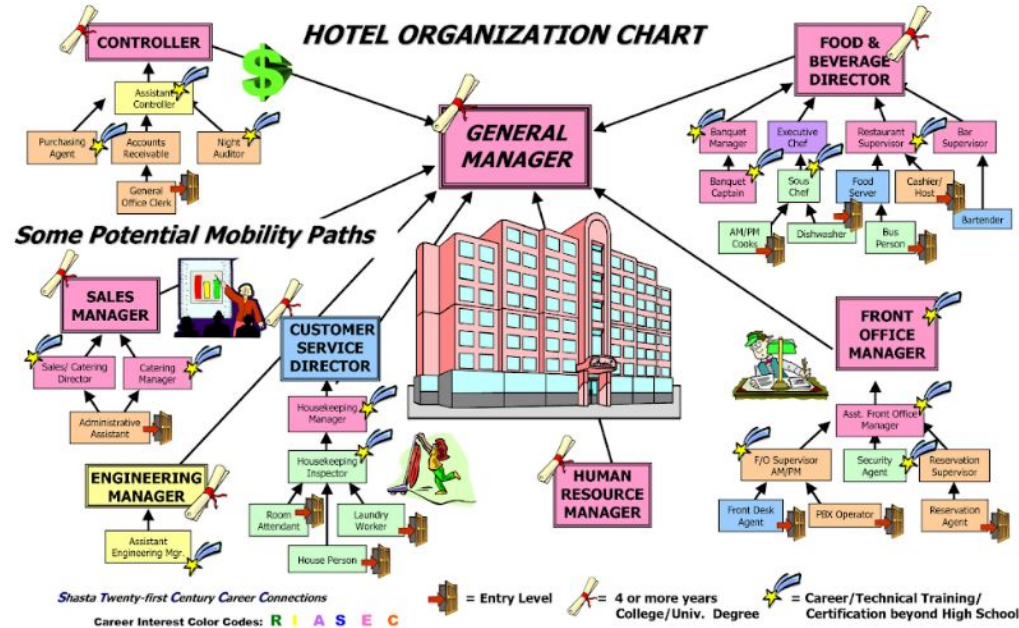
<https://drive.google.com/open?id=1vUzB-x2thryWemGSWk0008FaJOqRqPn>

Organizational structure

refers to the formal or informal relationships between people in an organization.

Concepts:

- Entry Level
- Career/Mobility Path
- Report to/Order to
- Span of control
- Levels in Hierarchy
- Team



Video -

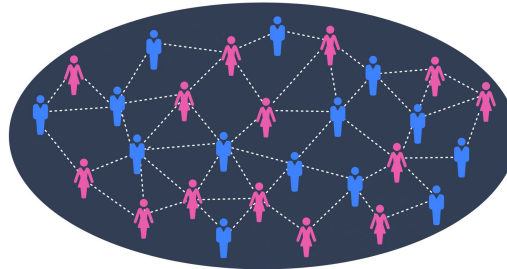
<https://www.youtube.com/watch?v=wO-MtWejRM>

Organizational structure Types

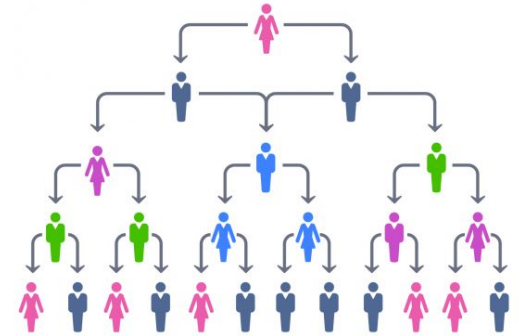
- Simple
- Hierarchical / Bureaucratic structures
 - Functional structure
 - Divisional structure
 - Matrix structure
- Flat structures
 - Flat
 - Flatter
 - Flatarchies
- Network (Boundaryless)
- structures



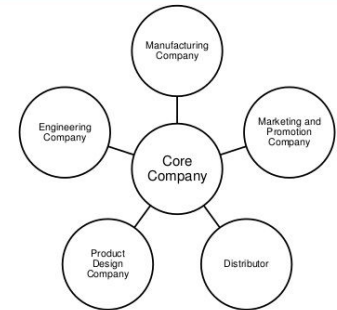
FLAT ORGANIZATIONS



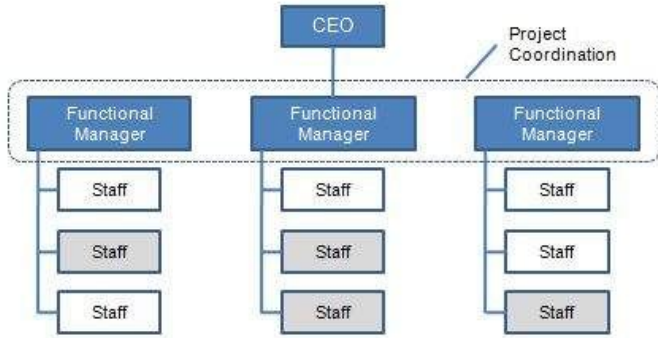
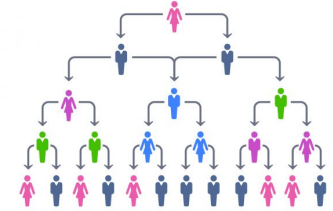
HIERARCHICAL ORGANIZATIONS



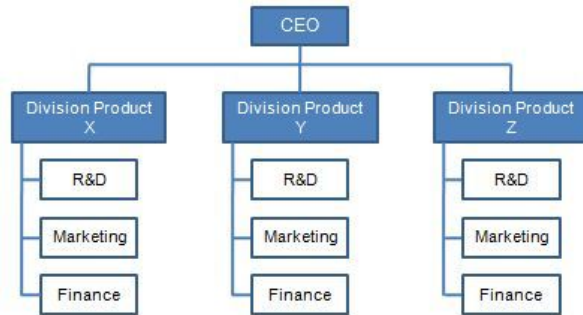
Network Structure



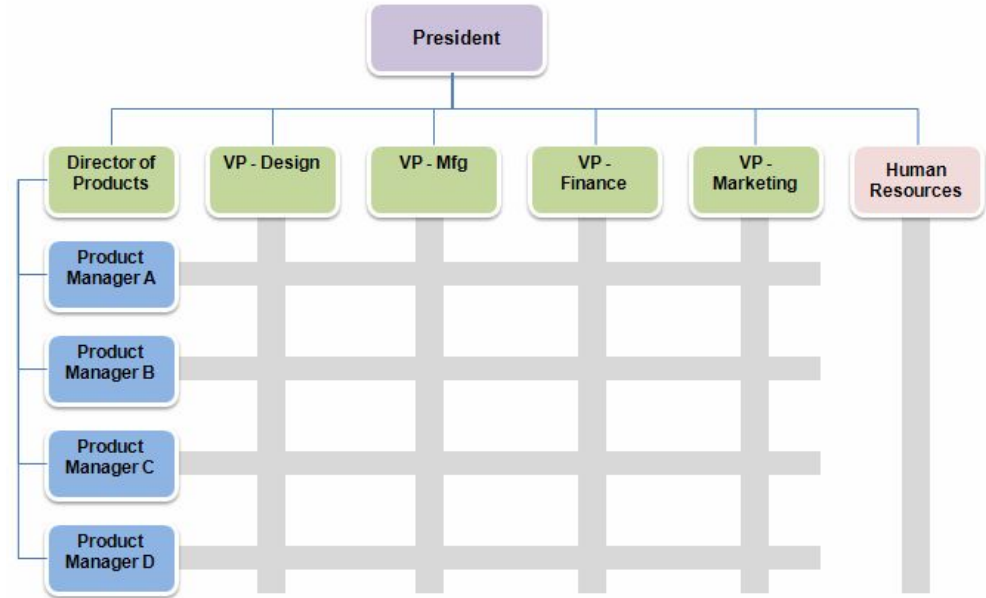
Organizational structure Types



Functional Hierarchical / Bureaucratic structure



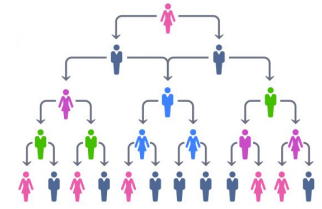
Divisional Hierarchical / Bureaucratic structure



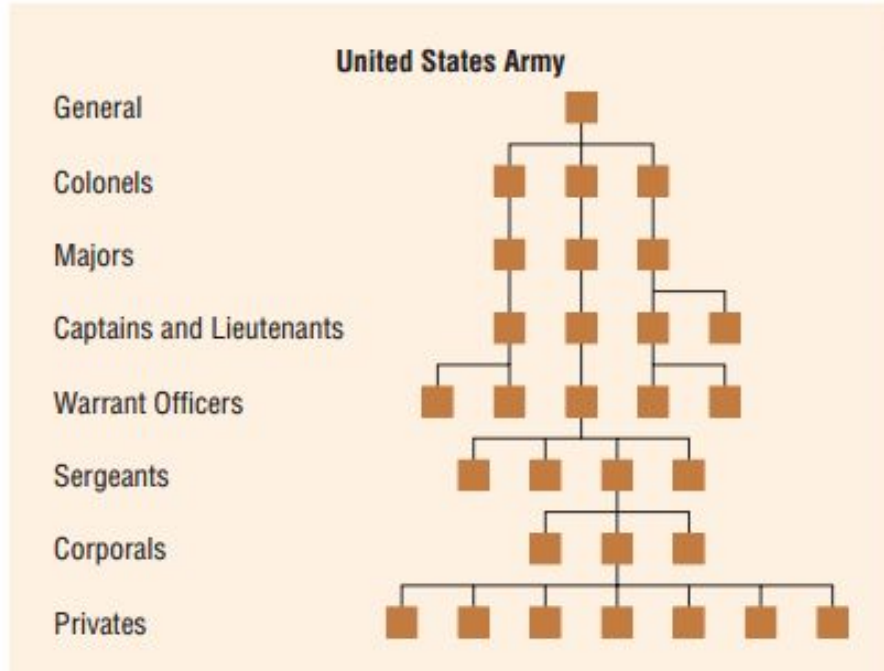
Matrix Hierarchical / Bureaucratic structure

Organizational structure Types

HIERARCHICAL ORGANIZATIONS



Common for Defenders



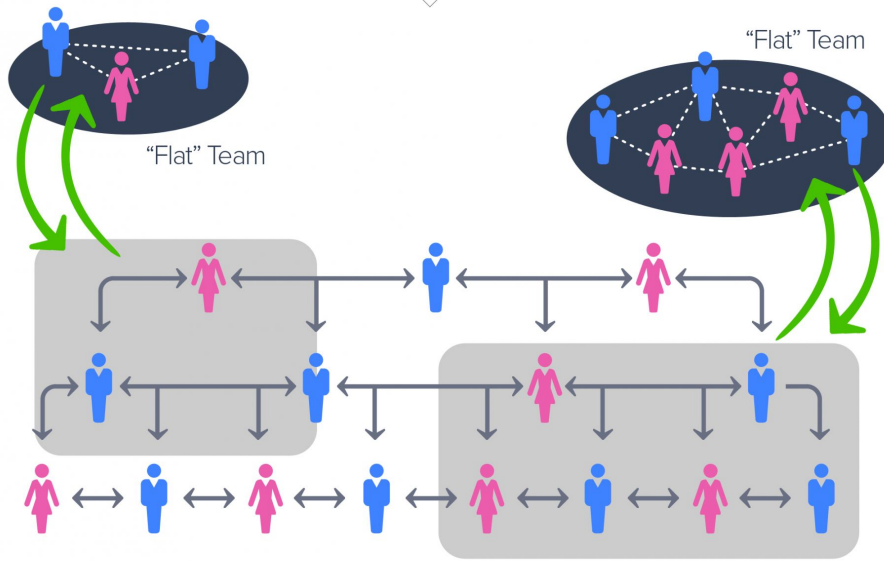
Bureaucratic

- Top-down management approach
- Many levels of management
- Hierarchical career paths within one function
- Highly specialized jobs
- Narrowly specified job descriptions
- Rigid boundaries between jobs and units
- Employees or individuals working independently

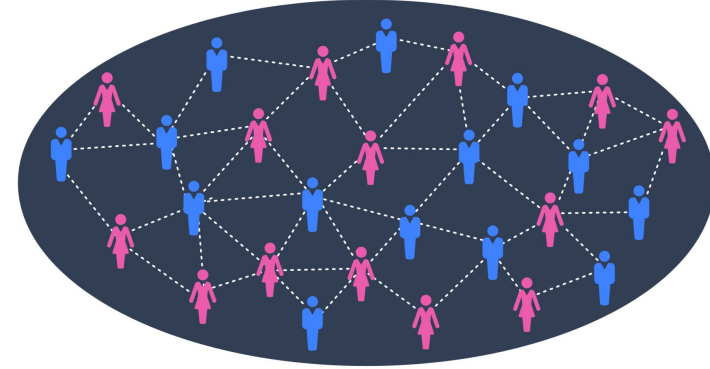
Bureaucratic (or hierarchical) organizational structure

Organizational structure Types

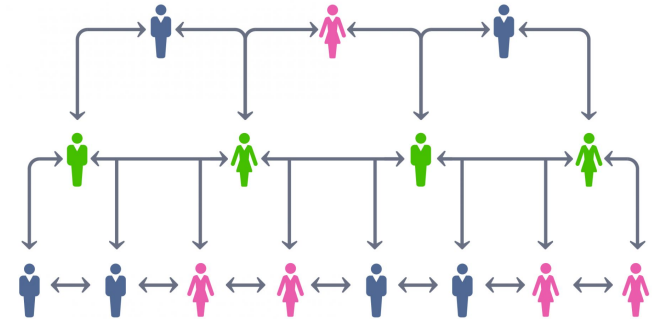
FLATARCHIES



FLAT ORGANIZATIONS

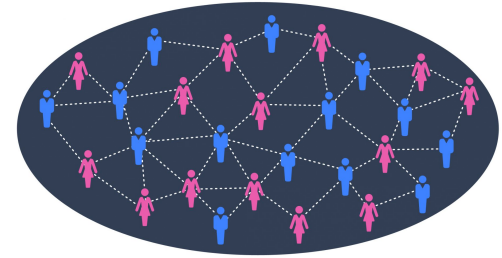


FLATTER ORGANIZATIONS



Organizational structure Types

FLAT ORGANIZATIONS



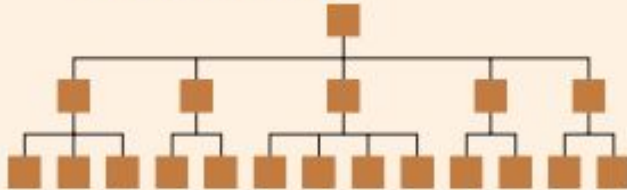
Common for Prospectors

A Typical Law Firm

Chief Partner

Partners

Associates



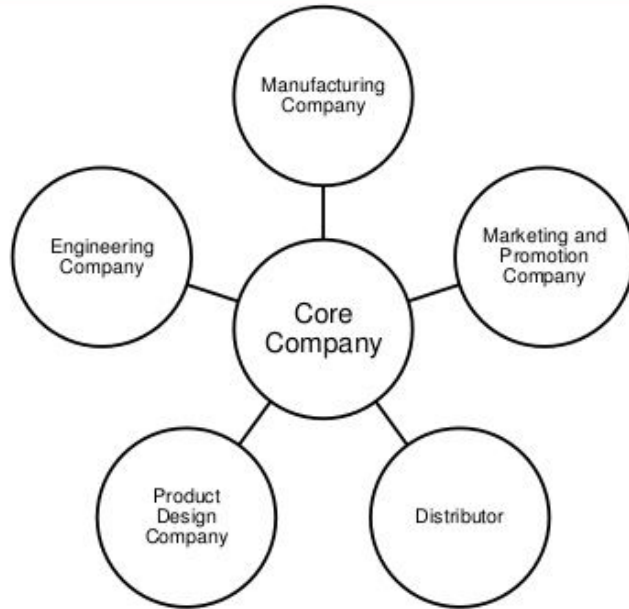
Flat

- Decentralized management approach
- Few levels of management
- Horizontal career paths that cross functions
- Broadly defined jobs
- General job descriptions
- Flexible boundaries between jobs and units
- Emphasis on teams
- Strong focus on the customer

Flat organizational structure

Organizational structure Types

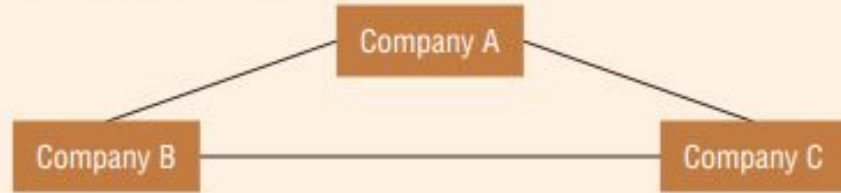
Network Structure



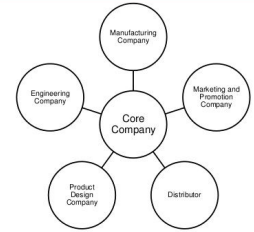
What is outsourcing?

Organizational structure Types

Alliance of three companies that pool their resources to produce a new product, such as a computer chip.



Network Structure



Common for international companies

Boundaryless

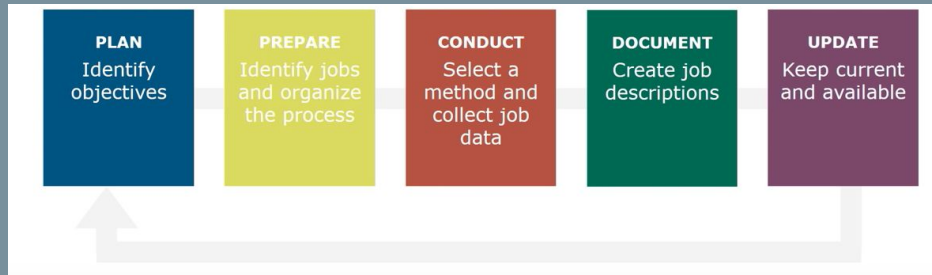
- Joint ventures with customers, suppliers, and competitors
- Emphasis on teams whose members may cross organizational boundaries
- Shares many characteristics of flat organizational structure

Boundaryless (or network) organizational structure

2. Job analysis

Job analysis

is the process of collecting, analysing and setting out information about the content of the jobs.



<https://youtu.be/qy09Ls6NqEo>

Job analysis

Job analysis: PLAN and PREPARE

- **Overall purpose** – why the job exists and, in essence, what the job holder is expected to contribute.

Aim: to provide the basis and data for

- ☐ a job description
- ☐ recruitment,
- ☐ training,
- ☐ job evaluation
- ☐ performance management.



Job analysis concentrates on the works which job holders are expected to do.

Job analysis

Job analysis: CONDUCT

The **sources** of **data** about **job content**:

- obtain **documents** such as existing organization, procedure or training manuals which give information about the job;
- obtain **from managers** fundamental information concerning the job;
- obtain **from jobholders** similar information about their jobs.

Internal **data collection techniques**:

- Interview
- Questionnaires
- Observation



Job analysis

Job analysis: DOCUMENT **Job description**



- A written document that identifies, defines, and describes a job in terms of
 - Job summary (*i.e. Job title, Overall purpose, report/order to, division /department*)
 - its duties, task, responsibilities (Main activities to be done how and at which level)
 - Job requirements / Experience (*i.e. Ability, Skills*)
 - Minimum qualifications / knowledge (*i.e. Certificates, Diplomas*)
 - working conditions, etc.

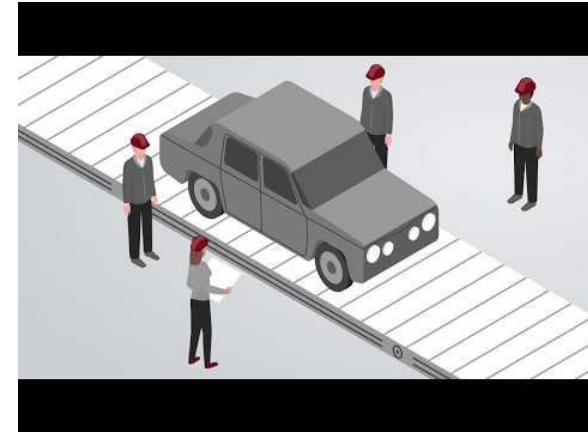
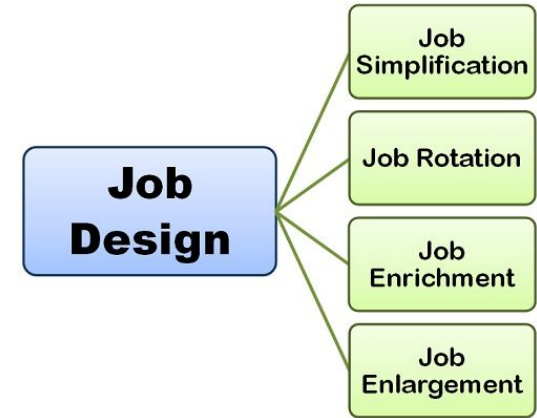
Job analysis

Job analysis: UPDATE

Keep jobs current and available

Job design

- The process of organizing work into the tasks required to perform a specific job, also related with:
 - Number and variations of tasks (*ex. Job simplification or enlargement*)
 - Working timetable (*ex., flexible working hours*)
 - Workplace (*ex. office or telecommuting*)
 - *Keeping jobs up-to-date,*
 - *Etc.*



Changes of jobs

<https://youtu.be/raffzHONAwI>

Job design

Job design aims to build the most efficient way of organizing *tasks* into *work* within *organizational* structure

- to provide benefits for the company (*i.e. saving on costs, increase in productivity or efficiency*) and
- to provide the better work-life balance to employees.



Job design

Job design decisions:

- Working hours:
 - Full -time employees
 - FTE - full time equivalent (*normally 8 hours*)
 - Part-time employees
 - 0.5 FTE (*normally 4 hours*)
 - Flexible Work Arrangements
- Type of workers
 - core workers
 - contingent workers (temporary or seasonal workers)
 - Outsourcing
- Job design techniques
 - Job simplification
 - Job enlargement
 - Job rotation
 - Job enrichment



Work Flexibility

<https://youtu.be/oOSTXUGWpg0>



Google Employees Creativity
Cardboard

<https://youtu.be/6jhmS7Enpxs>



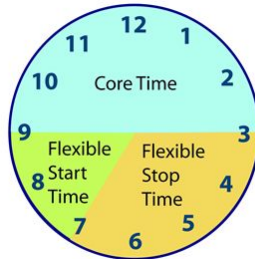
CQ2.1

Flexible Work Schedules

flexible work hours

core time

flextime



Flexible working hours timetable refers to the labor schedule which allows employees to start and finish their workday when they want. This means that employees can come to work earlier or later than the set time.

As with any business decisions, the flexible timetable has some advantages and disadvantages.

**Name them from the employer and employee point of view.
Suggest a solution.**

3. Competency Framework

A **competency framework** defines the knowledge, skills, and attributes needed for people within an organization.

- *Each individual role will have its own set of competencies needed to perform the job effectively.*
- *To develop this framework, you need to have an in-depth understanding of the roles within your business.*



Competency framework

Competency Framework

- **Competency model** - Set of competencies associated with a job.
- **Competencies** - Characteristics associated with successful performance →
- **Dimension** - A measurable extent of performance characteristics that determines effective job performance

(rank from 1 to 10, positive/negative, number).



- **Case example “Emerging Trends”**

Questions?

Definitions

job enlargement is an increase in job tasks. It is a horizontal expansion, which means that the tasks added are at the same level as those in the current position. *Used in small companies with low possibilities for promotion.*

Job enrichment gives an employee greater satisfaction in his work. It means giving an employee additional responsibilities previously reserved for his manager or other higher-ranking positions.

job rotation is the systematic movement of employees from one job to another within the organization to achieve various HR objectives (i.e. orienting new employees, training employees, enhancing career development and preventing job boredom or burnout).

Job simplification is reduction in job tasks. Can be useful for specialization.

Definitions

outsourcing (sometimes called subcontracting) includes both foreign and domestic contracting, sometimes includes offshoring (relocating a business function to a distant country) or nearshoring (transferring a business process to a nearby country).

A **contingent workforce** is a provisional group of workers who work for an organization on a non-permanent basis, freelancers, independent professionals, temporary contract workers, independent contractors or consultants.

Work-life balance is the state of equilibrium in which demands of personal life, professional life, and family life are equal.

The **workplace** is the physical location where someone works. *Such a place can range from a home-office, a large office building or factory, to an out of office environment.*

Workflow is the way work is systemized in the organizational structure to meet the organization's production or service goals.