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INDUSTRIAL ENGINEERING

Lesson 3

Organization & Manpower Management

by

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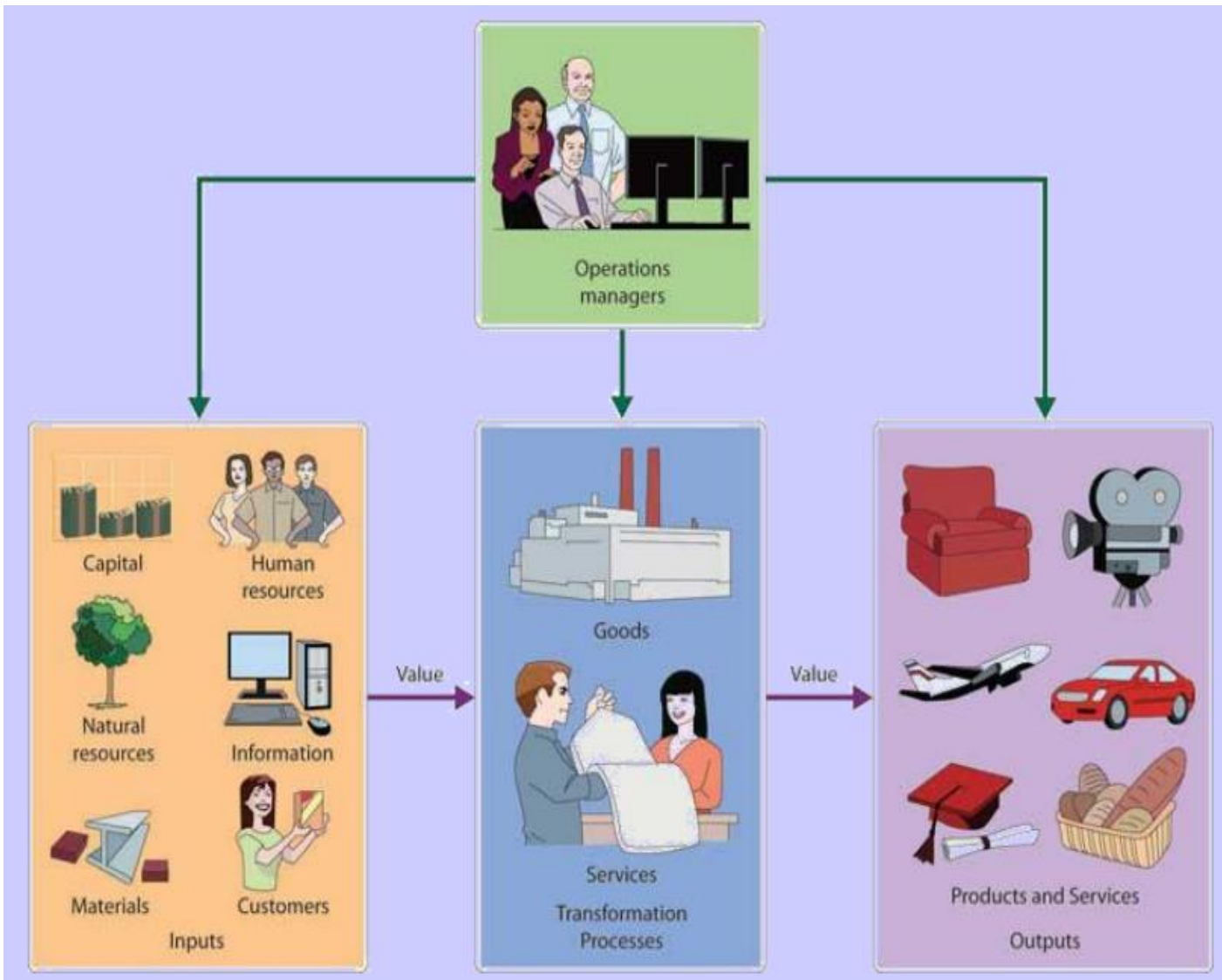
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Synopsis

This chapter discusses the concept of organization and manpower management. First, the organization and management will be briefed. Subsequently, managing human resources in an organization will be deliberated.

Expected Outcome

1. Understand the concept of organization and management.
2. Explain the concepts and applications of human resource management.



Input-Process-Output Diagram

Source: <http://dewihardiningtyas.lecture.ub.ac.id/>

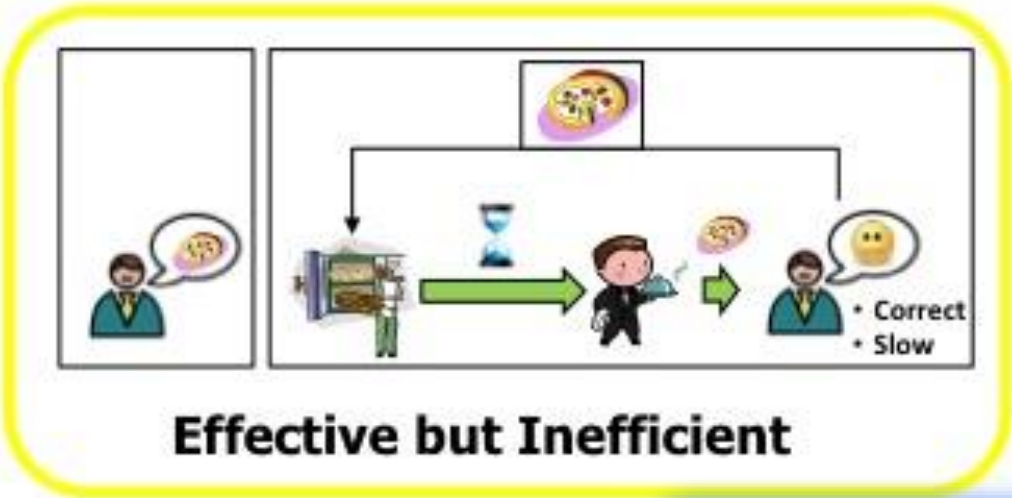




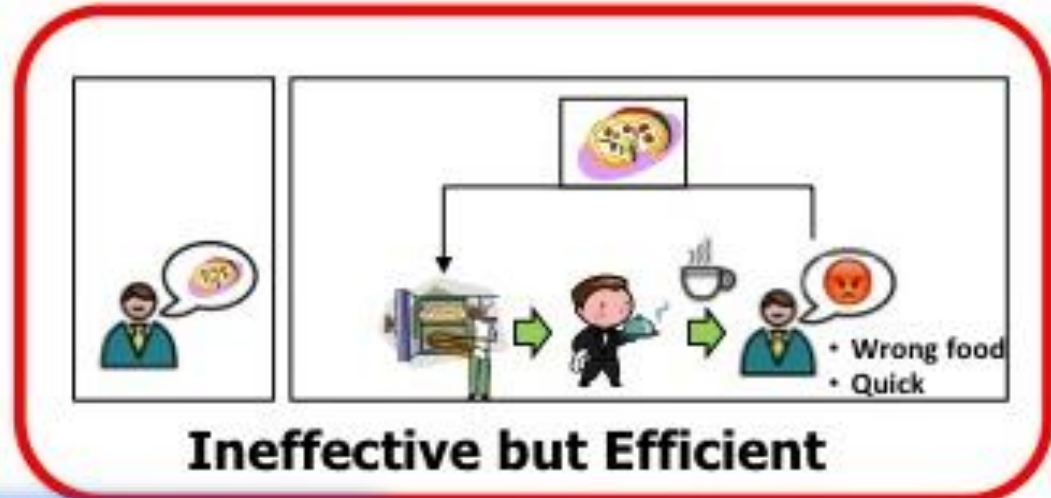
Which one is **more effective** & **more efficient**?

Source: <https://leanvoodoo.wordpress.com>





Effective but Inefficient

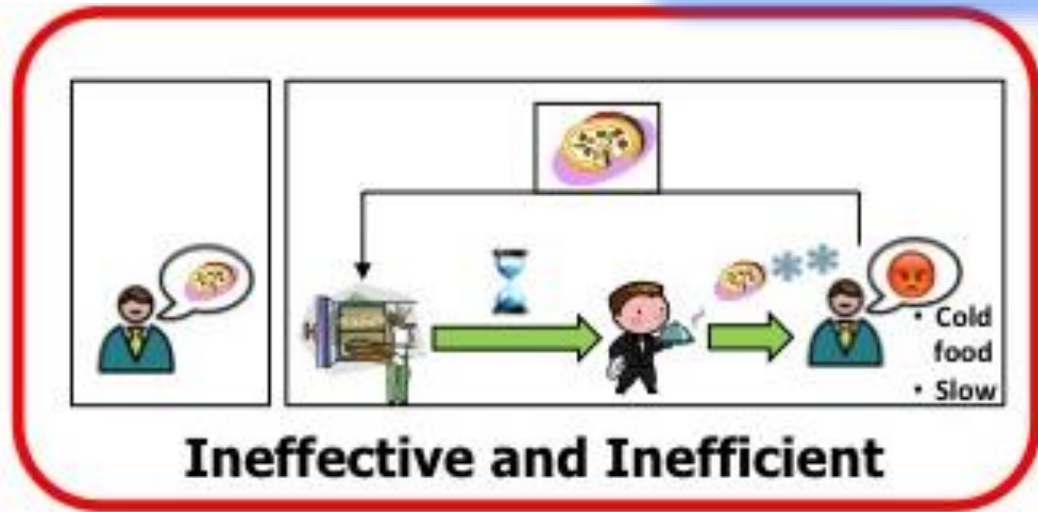


Ineffective but Efficient

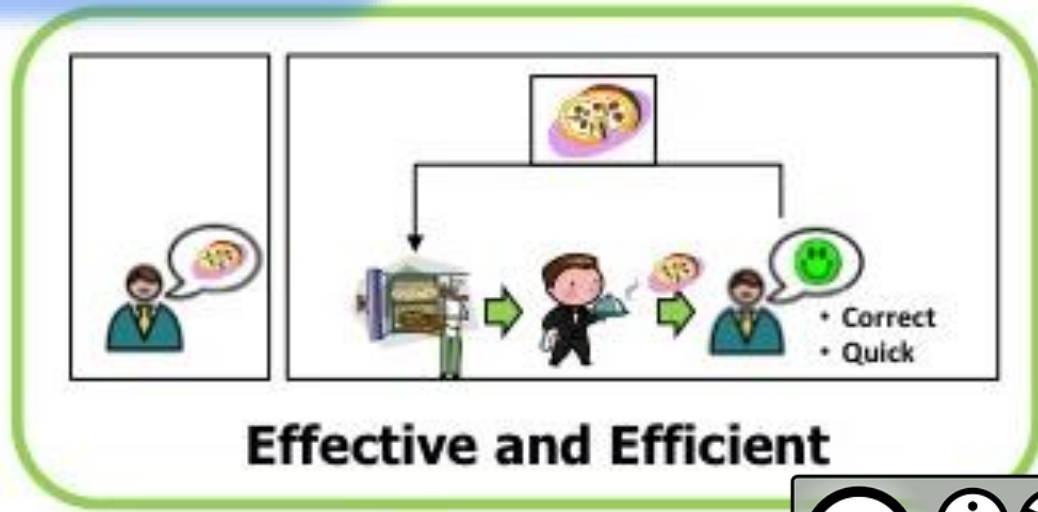
Correctness, accuracy & quality attributes are critical to be effective

Effective: Doing the right things
Efficient: Doing things right

Time, cost, & resources used are critical to be efficient



Ineffective and Inefficient



Effective and Efficient

Source: <https://leanvoodoo.wordpress.com>



Universality of Management

Management
is needed in...



Managerial Levels



Managerial Functions



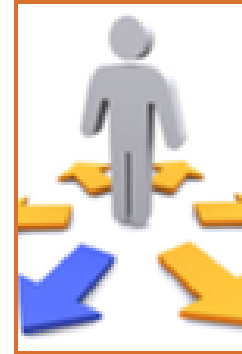
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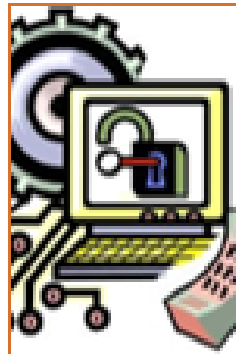
Managerial Roles



Interpersonal : Roles that involve people & other duties that are ceremonial & symbolic figurehead, leader, liaison.



Decisional : Roles that involve making choices-entrepreneur, disturbance handler, resource allocator, negotiator.



Informational : Roles that involve receiving, collecting & disseminating information-monitor, disseminator, spokesperson.

Managerial Skills

- Knowledge & proficiency in a specific field

Technical
Skill



- The ability to work well with other people

Human skill

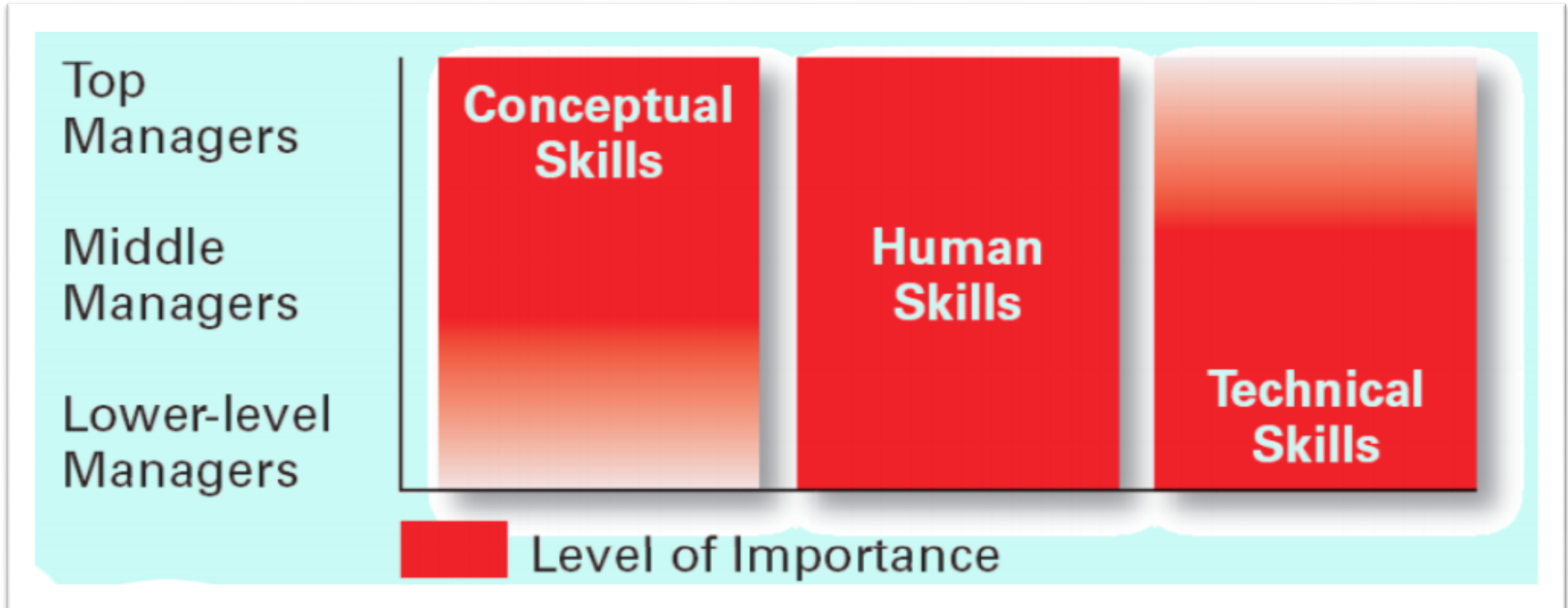


- The ability to think & conceptualize about abstract & complex situations

Conceptual
Skill



Managerial Skills



Source: <http://dewihardiningtyas.lecture.ub.ac.id/>



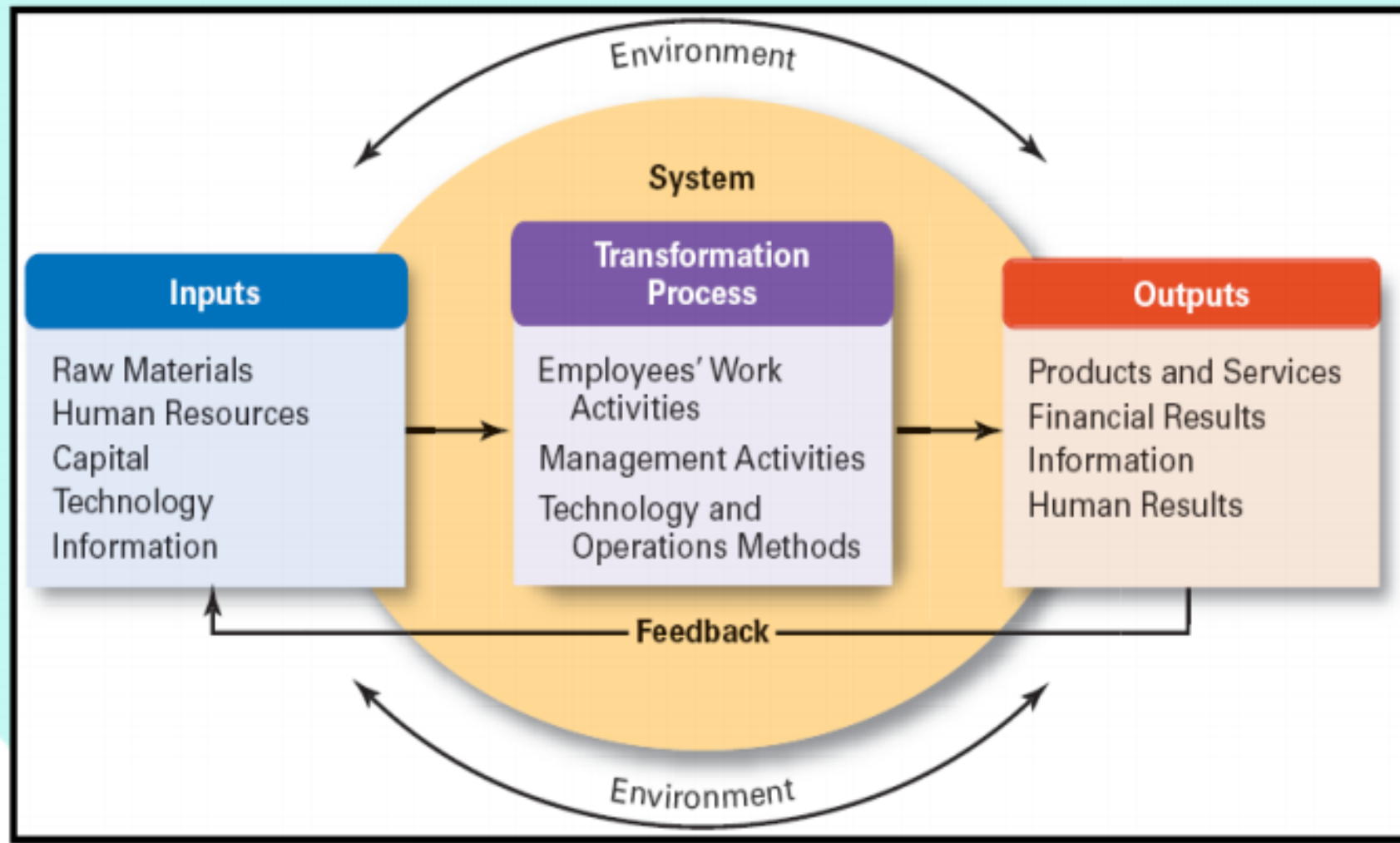
Components of Organization

Have a distinct purpose (goal)

Composed of people

Have a deliberate structure

Organization Characteristics



Source: <http://dewihardiningtyas.lecture.ub.ac.id/>



Types of Organization Structure

Functional Structure

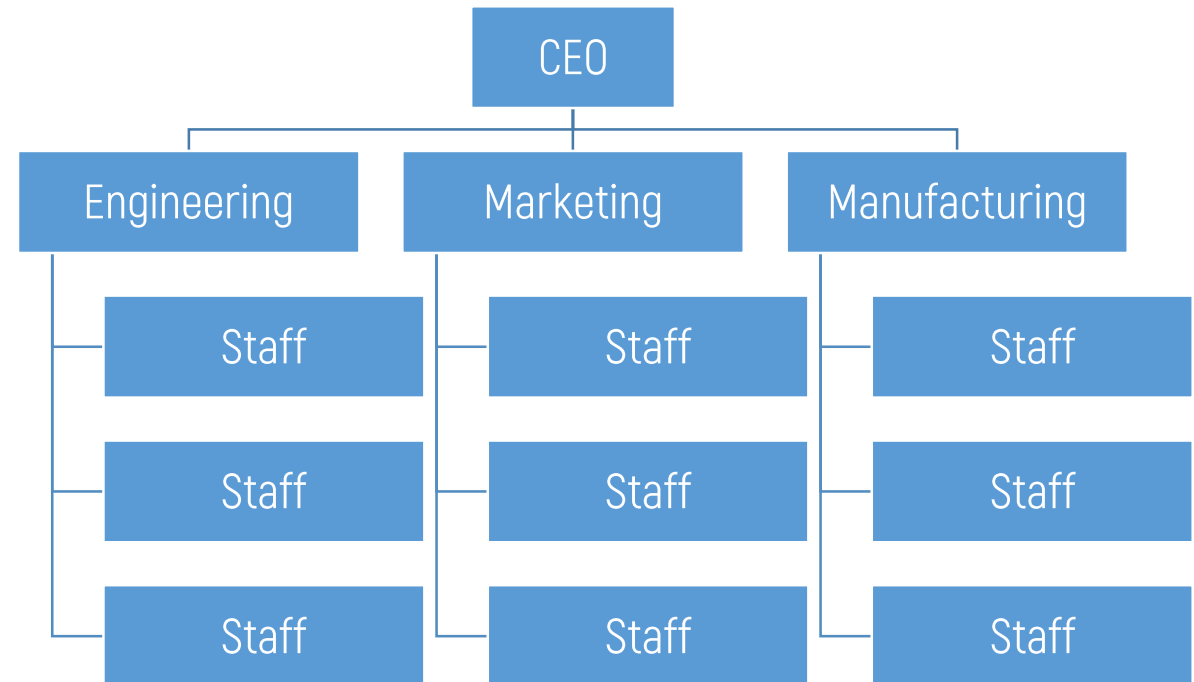
Divisional Structure

Matrix Structure

Organizational Structure

Functional Structure

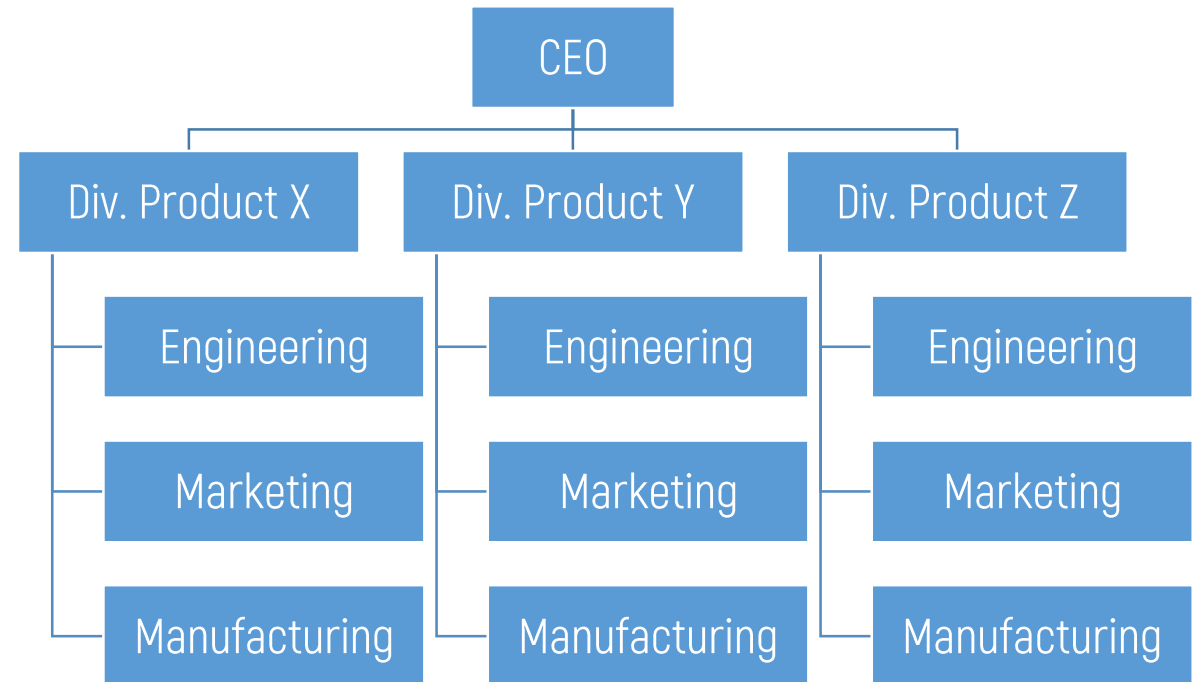
Each portion of the organization is grouped according to its purpose.



Organizational Structure

Divisional Structure

Used in larger companies operating in a wide geographic area or that have separate smaller organizations within the umbrella group to cover different types of products or market areas.

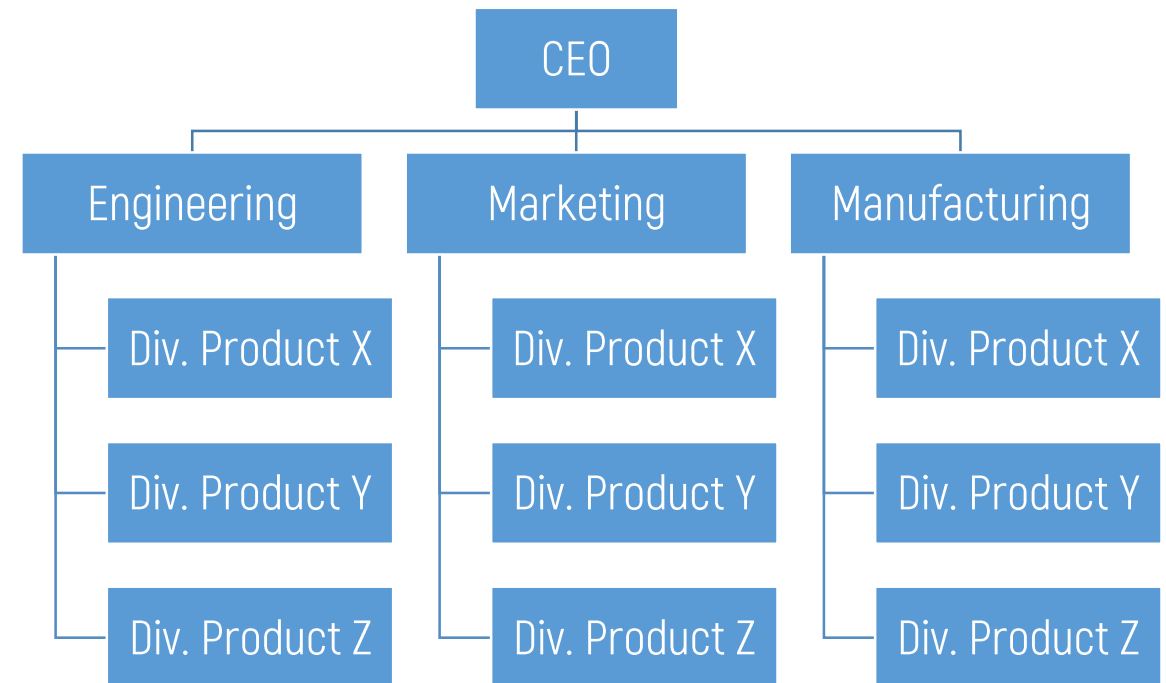


Organizational Structure

Matrix Structure

A hybrid of divisional & functional structure.

Typically used in large multinational companies



Good**Technical:**

Professional
Goodwill, willing to share his knowledge

Human:

Good coordinator
Gain People's support
Charming
Friendly
Nice

Conceptual:

Ability to think
Logical
Fast mover
Risk Taker

What makes a good or not-so-good manager?

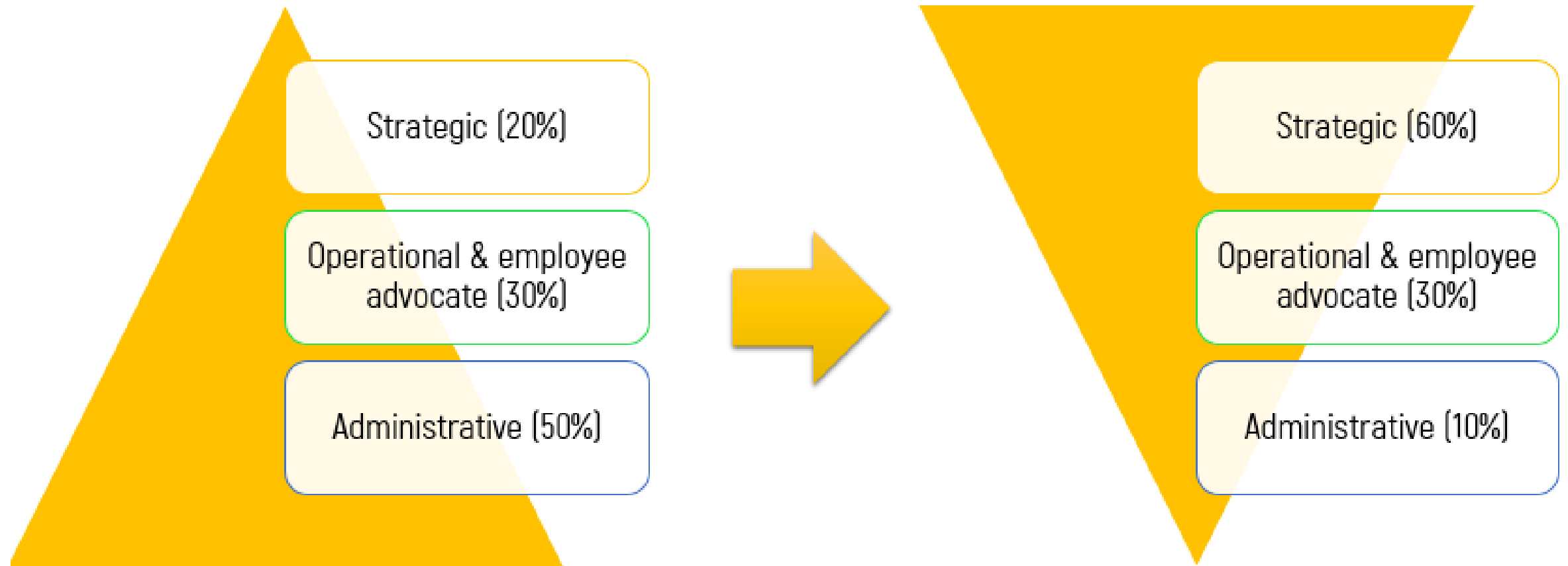
Not So Good

Lack of Knowledge
Not Organized
Difficult to find, always not in the office
Talking but not working
Highly paid
Not presentable
Careless
Not communicate with Team members
Not care about group members

Human Resource Management (HRM)

Concerned with the **management of people to maximize performance.**

Changing Nature of HRM



Strategic level involves formulation & implementation of major goals & initiatives.



HRM as A Central Subsystem in Organization

Scope of HRM

Personal Aspects

Welfare aspects

Industrial relations aspects

Functions of HRM

Managerial
Functions

Tasks related to basic
managerial functions

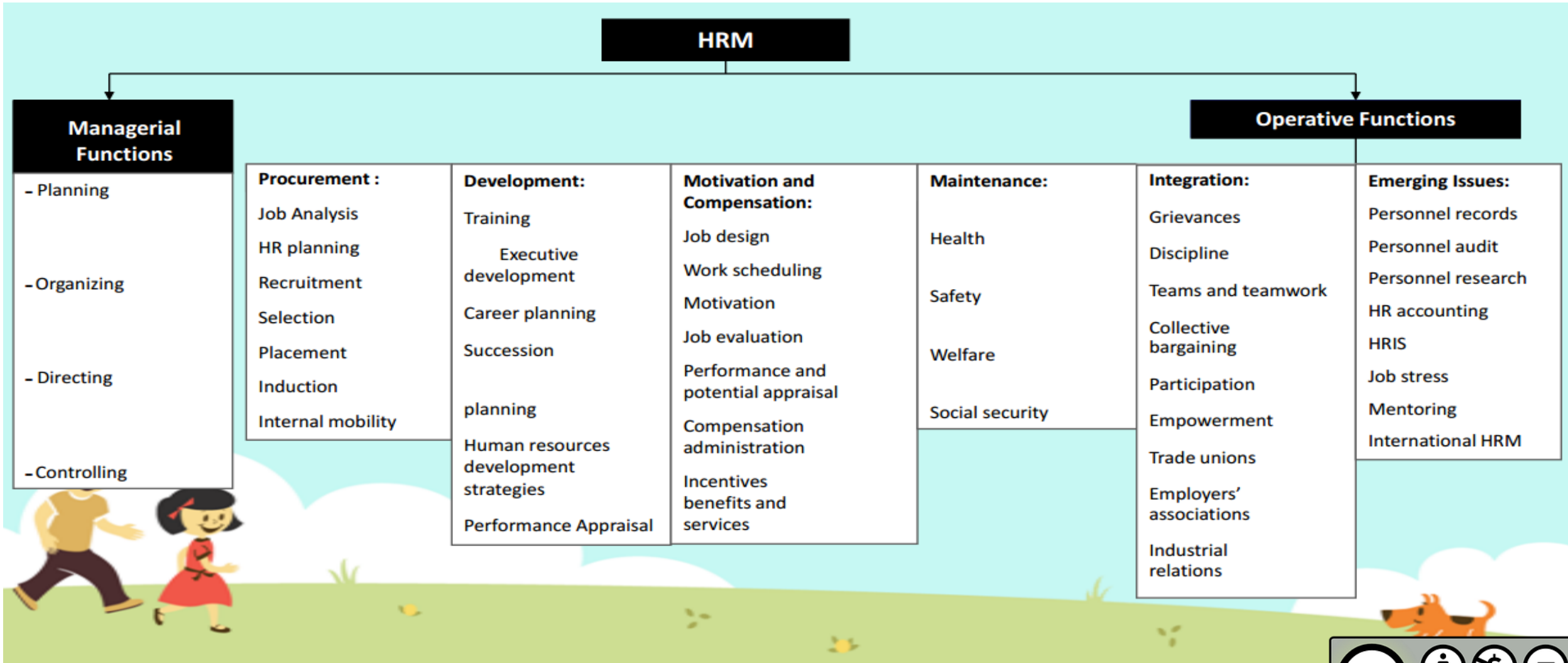
Operative
Functions

Tasks which are
specifically entrusted to
the HRD

Advisory
Functions

Providing advises on
matters relating to HR of
the organisation

Functions of HRM



Source: <http://dewihardiningtyas.lecture.ub.ac.id/>



Why is HRM important?

Attract & retain
talent

Train people
for challenging
roles

Develop skills &
competencies

Promote team
spirit

Develop loyalty
& commitment

Increase
productivity
and profits

Increase
productivity
and profits

Enhance
standard of
living

Leadership

The **actions of leading** a group of people or an organization.

The **ability to influence** & guide followers or other members of an organization

Manager

Focus on things

Doing things right

Plan

Organize

Direct

Control

Follows the rules

Ask how & when



Leader

Focus on people

Doing the right things

Inspire

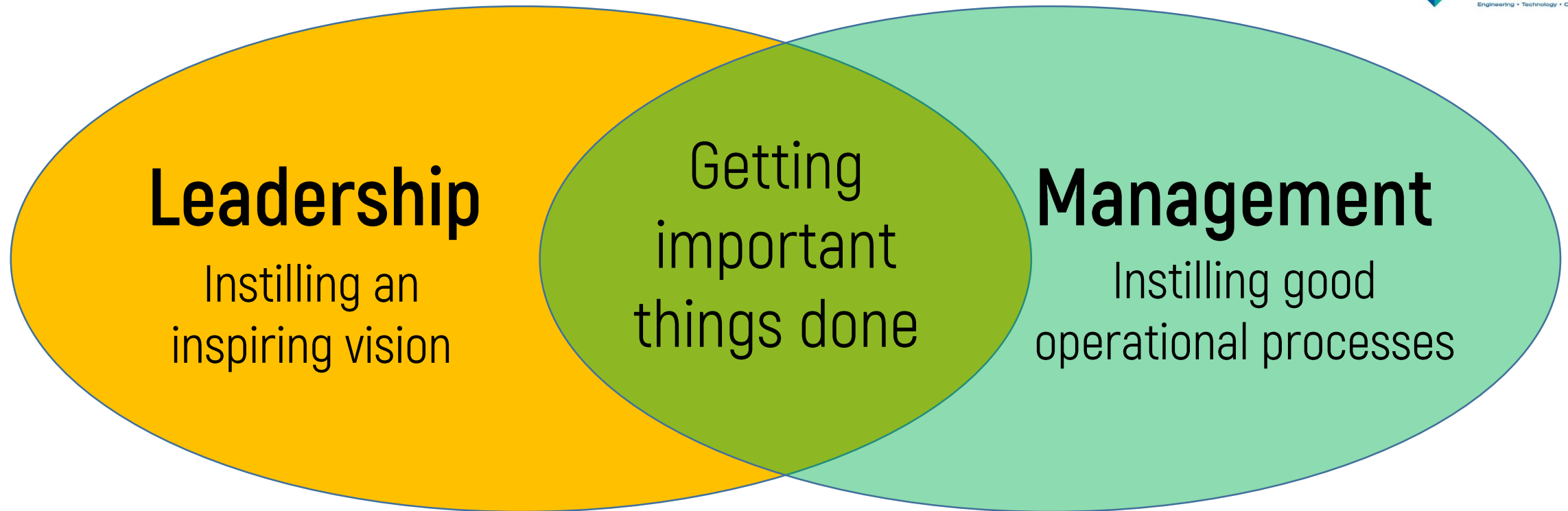
Influence

Motivate

Build

Shape entities

Ask what & why



Both must go hand in hand. They are not the same, but they are complementary.

Importance of Leadership

Initiates
action

Motivation

Providing
guidance

Creating
confidence

Building
moral

Builds work
environment

Coordination

Leadership Style



Autocratic



Laissez-faire



Participative

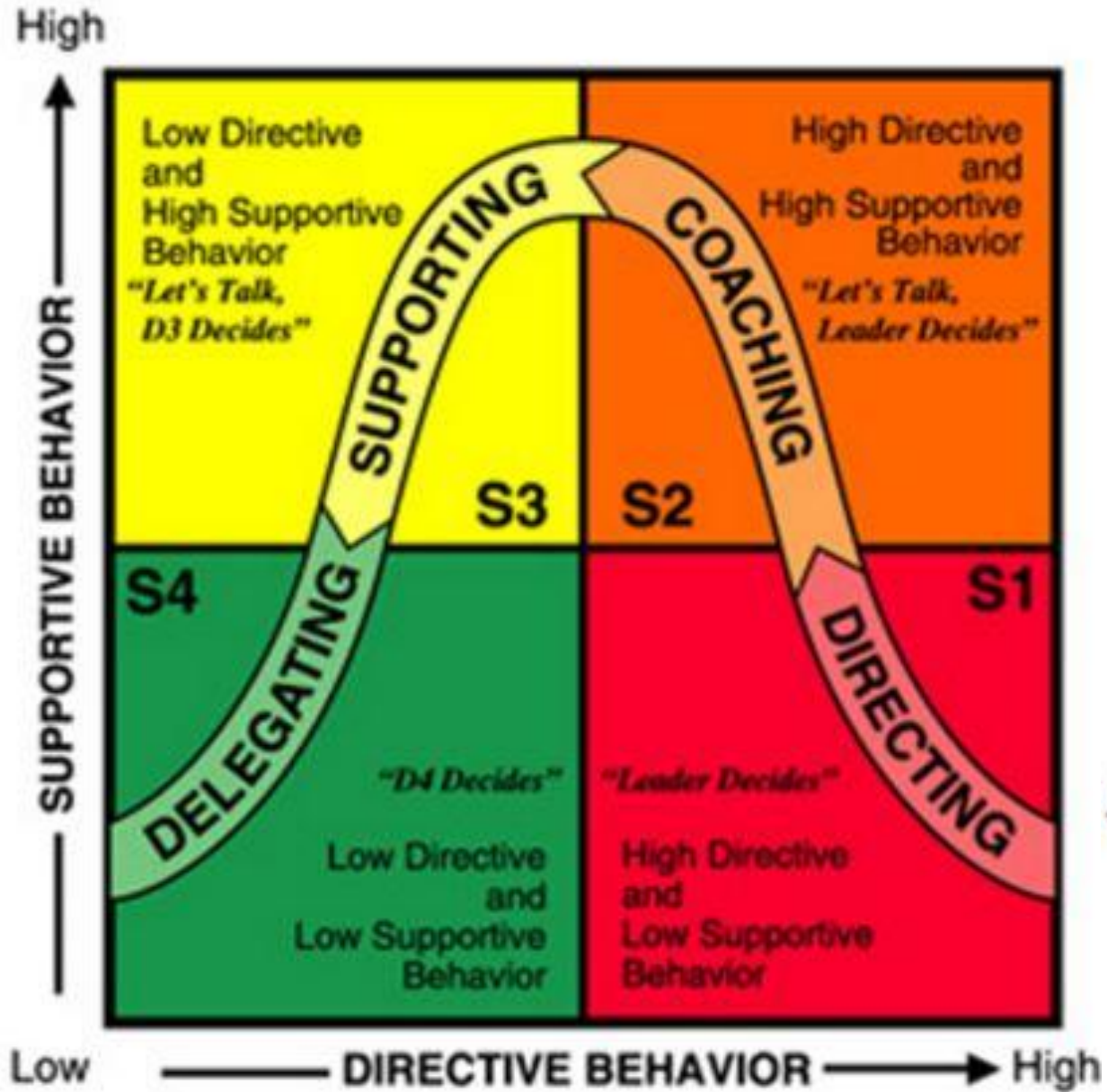
Source: <http://redshoemovement.com>



Situational Leadership Theory

The **same leadership style cannot be applied in all situations**, depending upon contextual factors.

It encourages **leaders to understand the situation in depth & lead in the most suitable manner**.



Source: <https://salarickover.wordpress.com>



References

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- Turner, W. C., Mize, J. H., Case, K. E., & Nazemtz, J. W. (1993). *Introduction to Industrial and Systems Engineering*. New Jersey: Prentice Hall.

Thank You