

Managing People at work- Final exam prep.

Question 1- Work, organisation and stateholders.

Frames of reference in relation to one stakeholder.

The frames of reference refer to a person's perspective on the world. It includes assumptions, values, and beliefs we draw on to interpret and understand phenomena.

These are important in the world of work, they determine:

- How we expect people to behave
- How we react to actual behaviour
- How we choose to change behaviour

There are three frames of reference including; unitarist perspective, pluralist perspective and radical perspective.

There are multiple stakeholders within an organisation with three primary stakeholders of employees, management and unions. These stakeholders are directly influenced by the frame of reference adopted by an organisation.

Unitarlist

- Based on mutual cooperation and a harmony of interest between employers and employees.
- The organisation is similar to a team, unified by common goals and objectives.
- Conflict is avoidable and temporary.
- Employees are expected to be loyal.
- Trade unions are regarded as unwelcome intruders who disturb the naturally harmonious running of the organisation.

Weaknesses

- Fails to recognise the different interests that exists between management and labour.
- Narrow view of conflict.
- Little appreciation for differences in power and the dynamics of workplace relationships.
- Failure to recognise or appreciate deep-level conflict can result in the manifestation of much more significant problems.

Pluralist

- Conflict is inevitable because of the often competing interests of individuals and/or groups of individuals within a workplace (e.g. employers and employees).

- 0 Trade unions are the legitimate representative of employee interests and have the right to challenge management prerogatives.
- 0 The State is impartial protector of the public interest (many consider this as a weakness of pluralism).
- 0 Was the dominant approach in Australia throughout the twentieth century.

Weaknesses

- 0 Criticised for its assumption that social power is equally distributed among a wide variety of competing stakeholders.
- 0 Ignores inequalities of power and control built into systems of conflict resolution.
- 0 Defends the political and economic status quo.
- 0 More concerned with the resolution of conflict rather than its generation.

Radical

- 0 Conflict is inevitable.
- 0 Industrial conflict is an aspect of class conflict in wider society.
- 0 Economic inequality cannot be overcome at the workplace level.
- 0 The State acts to protect the owners of capital at the expense of worker rights.
- 0 Unions are a necessary outcome of the power imbalance.
- 0 Institutionalised methods of conflict resolution and wage determination are needed.

Weaknesses

- 0 Focus on conflict ignores issues of trust, accommodation and cooperation in employment relations.
- 0 Underestimates the role of the State in democratic societies.
- 0 Political parties allow for stakeholder voice.
- 0 Traditional trade unions are not always necessary within the employment relationship.
- 0 Assumes employer's principle goal is to exploit labour.

In relation to the stakeholder of employees, each perspective will result in different work performance and satisfaction.

It is important to recognise that analysing work and workplace relations is multi-disciplinary. Many other disciplines focus on work as a key aspect of the social sciences.

These disciplines bring their own traditions, perspectives, theories, research methods and values to the process of managing people at work.

The frame of reference you adopt when looking at a workplace has a big impact on how you will explain what is happening there.

Unitarism, Pluralism and Radicalism are three perspectives typically applied to the workplace.

Question 2- Determining Attracting and Selecting Human Resources

Recruitment

Recruitment

- The process of seeking and attracting a pool of qualified candidates for a job vacancy

Recruitment is used today as major levers to bring about strategic and cultural change in an organisation.

An organisation must attract qualified candidates if it is to survive and grow.

Recruiting Talented people are the prime source of competitive advantage.

Research indicates that high-performing employees are likely to be **three times more productive than low-performing employees**.

Organisations need to anticipate changes in their environment to ensure that people who are recruited have the unique:

- Skills;**
- Abilities;**
- Knowledge;**
- Personal characteristics; and**
- Values**

required by the organisation's strategic business objectives and culture.

The increasing use of teams, flat organisational structures, employee participation and associated demands for greater flexibility and multi-skilling has seen a change in emphasis from the **traditional recruitment approach** to a **strategic approach** that highlights individual attitudes, behaviour and potential.

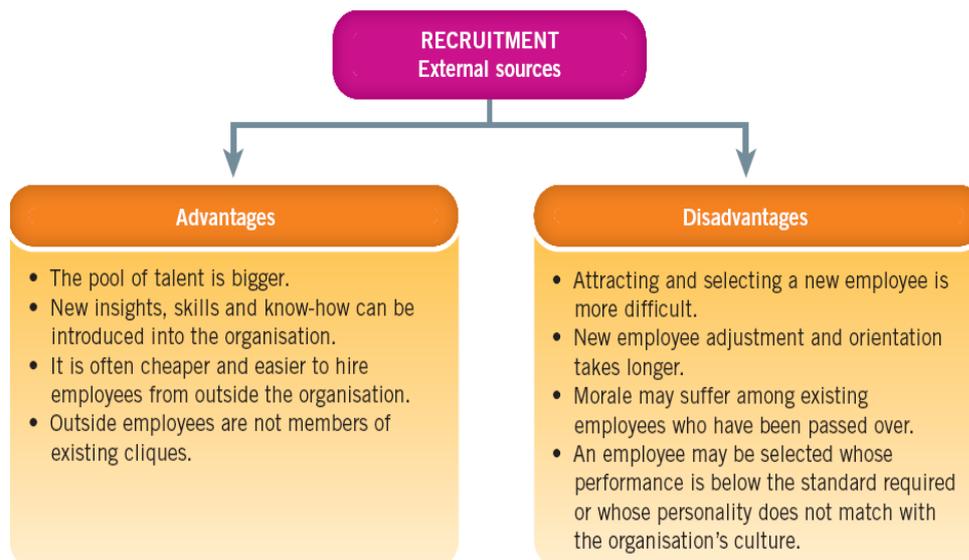
This has led to candidate profiling that accentuates person-oriented rather than job-oriented characteristics.

Recruitment sources:

Internal:

- Promotion
- Transfers

- 0 Secondment
- External:**
- 0 Direct Applicants and Referrals
- 0 Advertisements
- 0 Public and Private Employment Agencies
- 0 Universities
- 0 E-Recruiting



Anti-discrimination must be considered

- 0 Race
- 0 Colour
- 0 Sex
- 0 Sexual preference
- 0 Age
- 0 Physical or mental disability
- 0 Religion

Equal employment opportunity

- 0 Australian organisations have clear legal obligations to provide for EEO in the workplace.
- 0 EEO legislation requires fair treatment for all members of the community and the elimination of discrimination.
- 0 Legislation exists at federal and state level.
- 0 EEO is about **merit—it means selecting the best person for the job in terms of their job-related skills.**