

HUMAN RESOURCES MANAGEMENT



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Why we are here today / Expectations

The purpose of this session is to familiarize the audience with human resource management issues.



List of topics

- What impact does management style have on the structure of an organization?
- What are the important provisions in an employment contract from the employee's point of view and from the entrepreneur's point of view?
- What might the company structures be and what typical roles are associated with them?



Learning points

(as in syllabus/ theoretical part)

- Familiarization with the provisions of the employment contract,
- Expanding knowledge about the structures of organizations,
- Recognizing the impact of management style on company structure.



Main activities / structure of the session

(theoretical, practical,...)



Presentation of the theoretical part



Short discussions and talks on a given topic



Activity 1: Discussion on the influence of management style on organisational structure ?



Activity 2: Important clauses in an employment contract: for the employee and the employer (working in national groups)



Break



Questions and wrap up session



Evaluation

What are you expected to produce (list of concrete outputs)

- ☐ You will learn how management style affects the structure of an organization, what are the important provisions in an employment contract from the employee's point of view and from the entrepreneur's point of view;
- ☐ You will expand your knowledge on what company structures may be and what typical roles are associated with them;
- ☐ Reflect on the provisions of the employment contract.



Overview on the theoretical part

HUMAN RESOURCES MANAGEMENT

The impact of management style on employees and organizational structure

Management style is understood as a relatively permanent and repetitive way of the superior's influence on the behavior of subordinates in order to stimulate and coordinate their action in the team, and thus - to achieve the goals facing the organization. Management style is most often a reflection of the manager's personality traits or belief in effective personnel management. It is often a product of the personality traits of the supervisor, the personality traits of the subordinates, and the structure of the work team.



Effective manager

is one who provides his subordinates with a sense of power instead of powerlessness, makes employees control their own behavior and feel responsible for it. A good manager uses his power to inspire confidence in himself.



Management styles:

- potential
- actual



Employment contracts

Employment contract - a legal act, which consists of the submission by the employee and the employer of consensual statements of intent, which confirm the employee's obligation to perform a specific type of work for the employer and under his direction, and at the time and place designated by him. . Employer, on the other hand, by an employment contract undertakes to employ an employee for remuneration.



Organizational Structure



a way of formal organization of the company, a set of elements (organizational cells: positions, departments, parts separated by the company itself) and links between them (information flows, formal divisions of responsibilities, affiliations, etc.). The structure of the organization is a way to formally define the relationships and dependencies between its participants.

Jemielniak D., Latusek-Jurczak D. (2014). *Klasyka teorii zarządzania. Ćwiczenia, przykłady, testy*, s. 89.

Types of organizational structures

a) basic types of organizational structures:

- divisional structure



- task (project) structure / work breakdown structure
- matrix structure

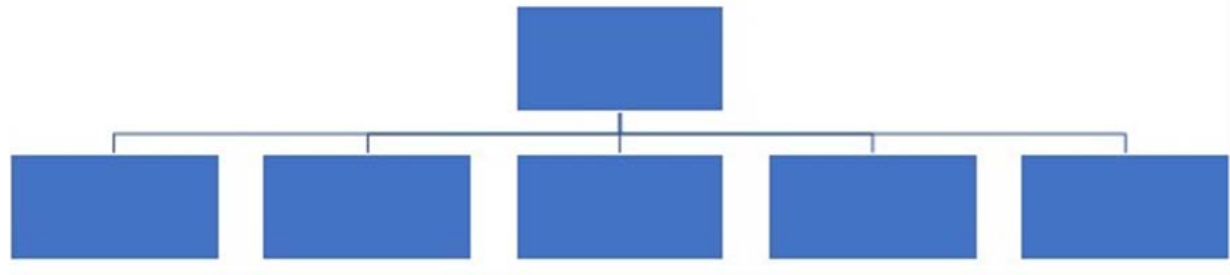


- hybrid (mixed) structure

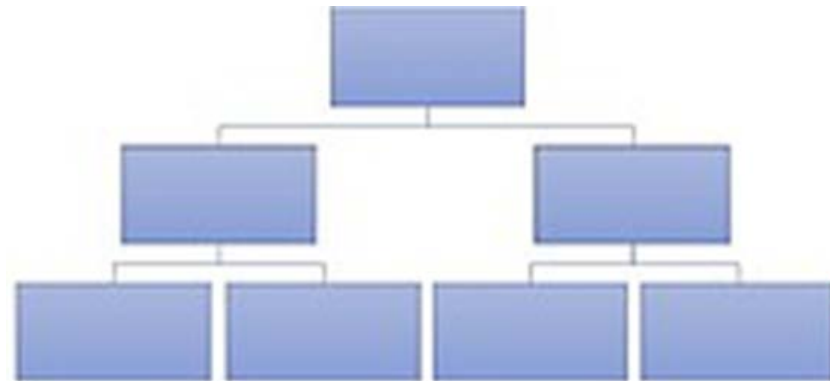
Types of organizational structures - cont.

b) due to the span of leadership and the number of levels of management:

- flat structure



- slender structure



Types of organizational structures - cont.

c) Classic:

- linear structure
- functional structure
- line & staff structure

d) modern:

- process structure
- network structure
- virtual structure
- fractal structure

Types of organizational structures - cont.

e) Because of the division of tasks:

- U-type structures (unitary)
- M-type structures (multidivisional)
- H-type structures (holding)

f) because of the structural configuration:

- simple structure
- professional bureaucracy
- divisional structure
- adhocracy
- missionary structure
- political structure.

Overview on the practical part

HUMAN RESOURCES MANAGEMENT ACTIVITIES



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What we will achieve today

- ❑ The impact of management style on organizational structure;
- ❑ Employment contract;
- ❑ Organization Structure.

Activity 1: Dyskusja na temat wpływu stylu zarządzania na strukturę organizacji

- Preparing for the discussion, giving the topic and rules of discussion: trainer's announcement.
- Indicate who is moderating the discussion.
- Start of discussion by moderator.
- Stimulating conversation.
- Sharing own opinions: during the discussion, participants should openly share their opinions. This also applies to the discussion leader and especially to the mentors.
- Closing discussion.
- Mentors' evaluation of the discussion outcomes: what are the key insights about the impact of management style on organizational structure.

Activity 2: Important provisions in the employment contract: for the employee and the employer

- Divide participants into groups by country of origin.
- Definition of the task for groups: on the basis of the provisions of the sample employment contract, they are to determine which provisions are important from the point of view of the employer, and which of the employee.
- Groups work alongside mentors.
- Participants present the results of their work in groups.
- Summary: Mentors report back to the groups in terms of what caused the most difficulty.
- Free statements by participants on what they find useful to apply in their country in terms of employment contract provisions and what they find unnecessary.



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