

## Lecture 4

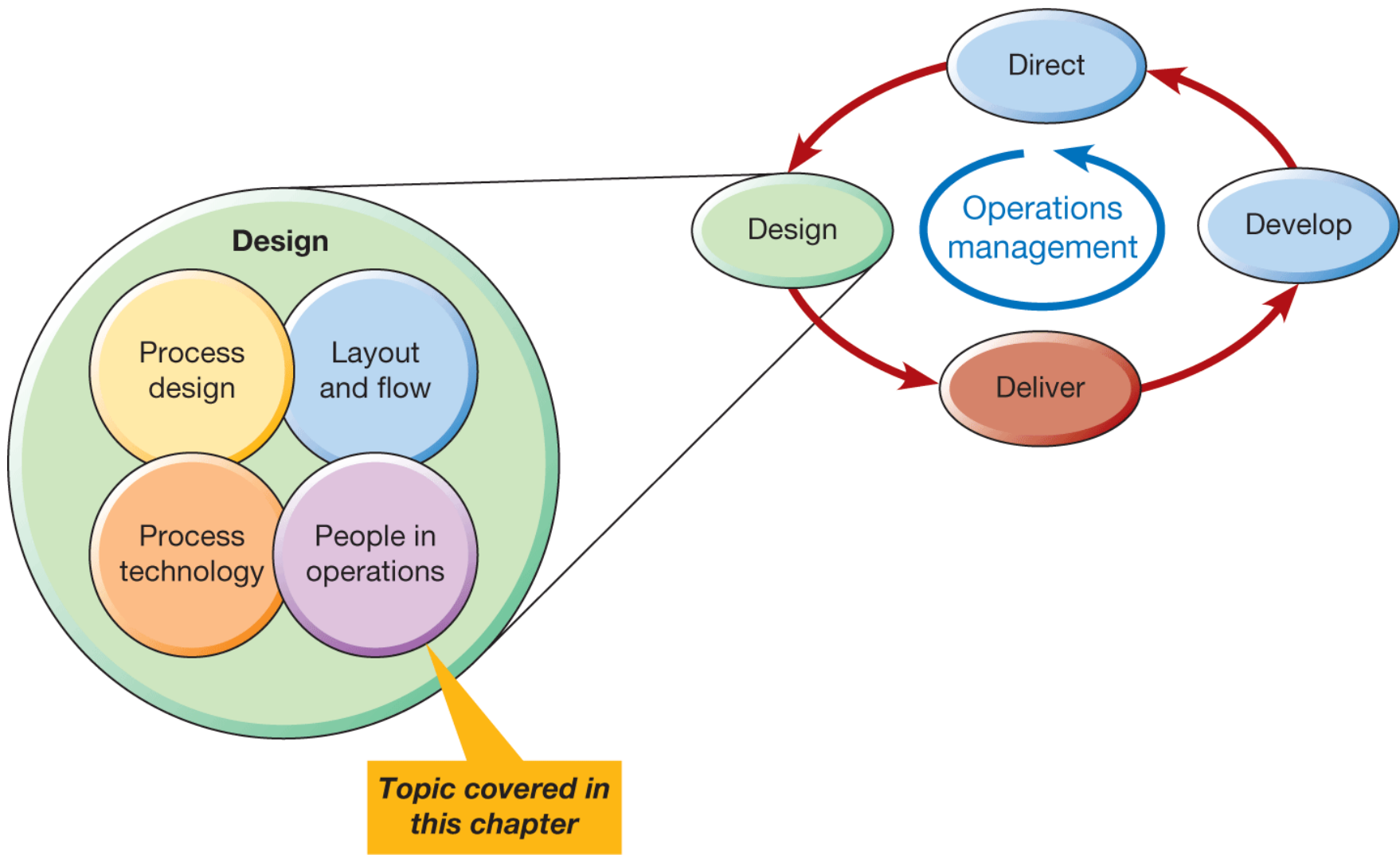
# MBF2213 | Operations Management

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## L4: People in Operations

# Figure 5.1

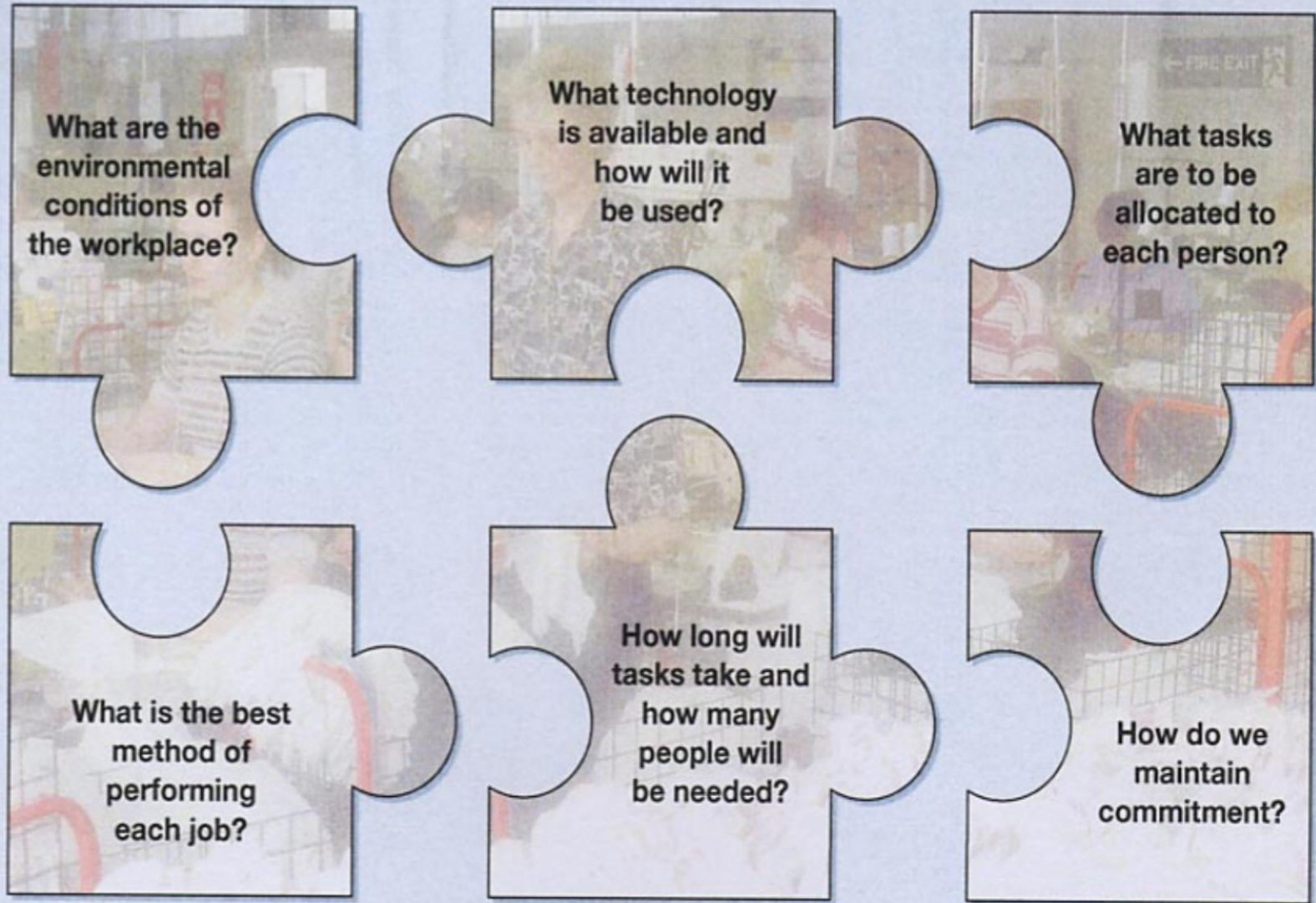
## This chapter examines people in operations



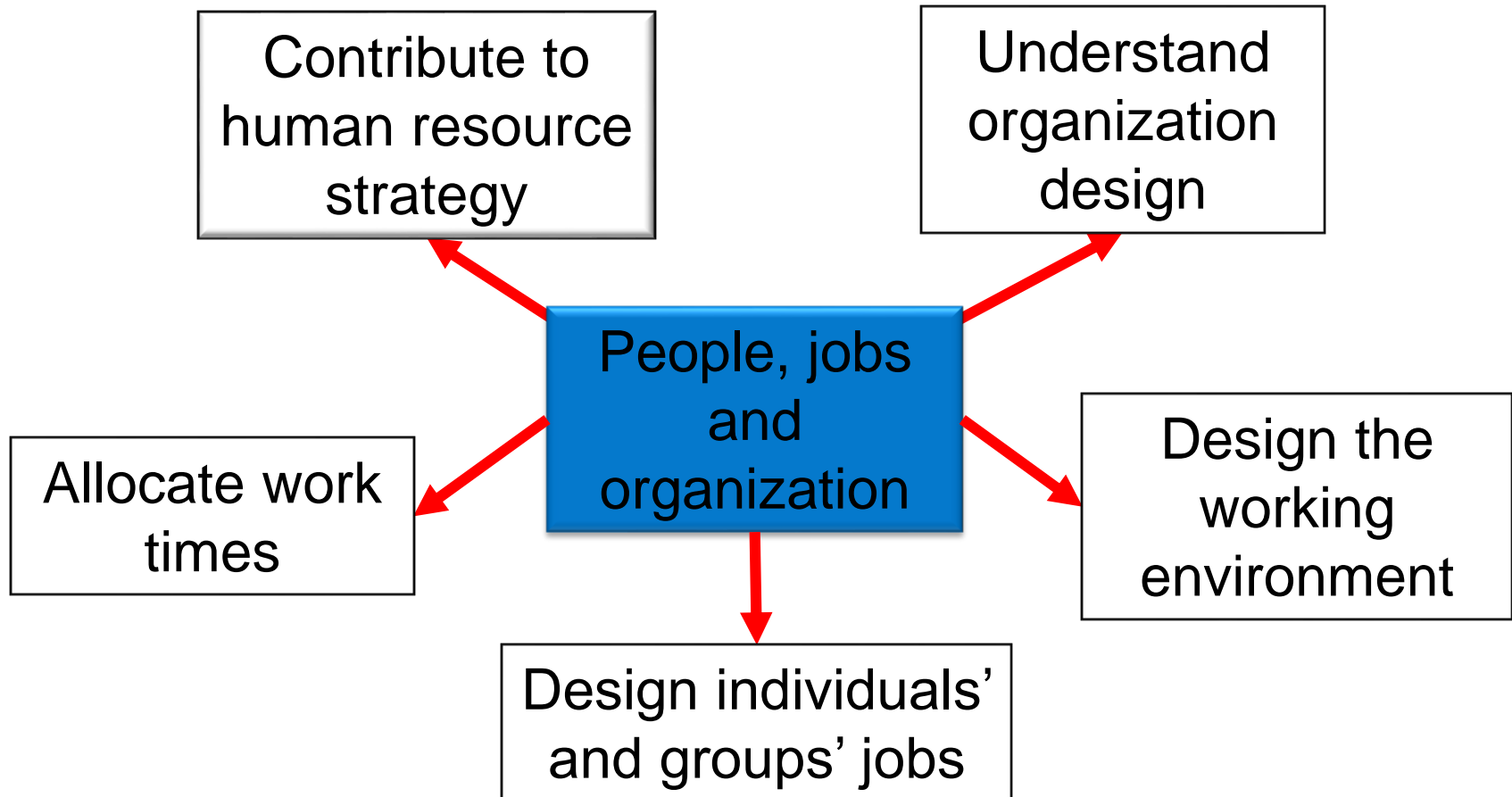
## People, in Operations – Slack et al. identify the following key questions:

- Why are people issues so important in operations management?
- How do operations managers contribute to human resource strategy?
- What forms can organization designs take?
- How do we go about designing jobs?
- How are work times allocated?

# The elements of job design



# People on operations



# Human resource strategy

Alignment with business strategy (Strategic partner)

The operation

Assisting in resolving  
operating issues  
(Employee champion)

Managing  
transformation and  
change (Change  
agent)

Recruit

Develop

Deploy

HR processes and procedures (Administrative expert)

## Human resource strategy (Continued)

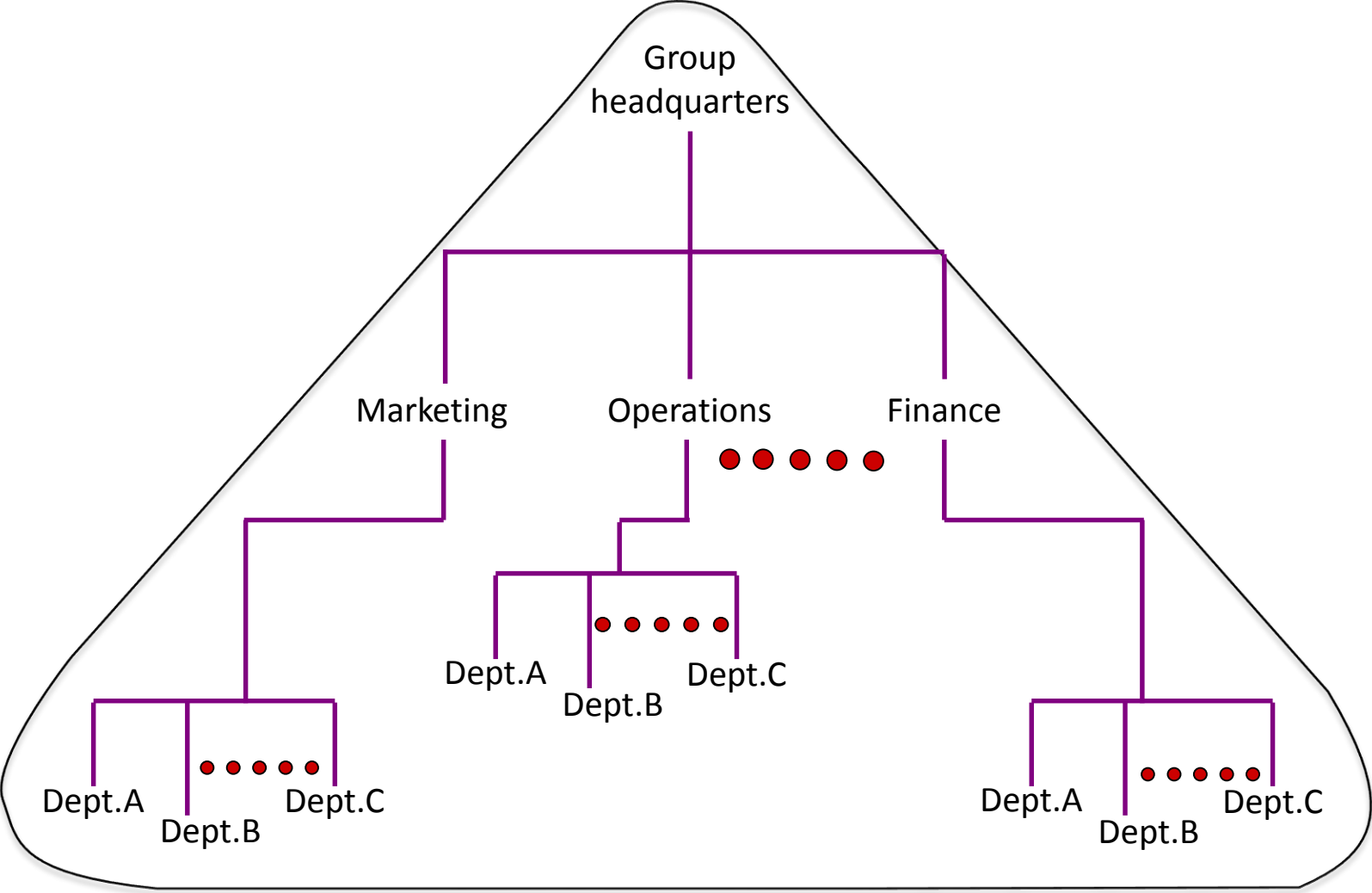
<b>Human resources (HR) role</b>	<b>What it involves</b>	<b>Relevance to operations management (OM)</b>
<b>Strategic partner</b>	Aligning HR and business strategy: 'organizational diagnosis', manpower planning, environmental monitoring, etc.	OM integrates Operations and HR strategy. OM specifies skills requirements and relies on HR to develop them informed by labour market forecasts, succession planning, etc.
<b>Administrative expert</b>	Running the organization's HR processes and 'shared services': payroll, appraisal, selection and recruitment, communication, etc.	OM is largely an 'internal customer' for HR's processes. OM must be clear in its requirements with agreed service levels mutually negotiated.
<b>Employee champion</b>	Listening and responding to employees: 'providing resources to employees', conciliation, career advice, grievance procedures, etc.	OM and HR must develop a good working relationship and clear procedures to deal with any 'emergency' issues that arise. Also OM must be sensitive to feedback from HR on how it manages day-to-day operations.
<b>Change agent</b>	Managing transformation and change: 'ensuring capacity for change', management development, performance appraisal, organization development, etc.	OM and HR are jointly responsible for operations improvement activities. HR has a vital role in all the cultural, developmental, and evaluation activities associated with improvement.

# Causes of stress at work and what could be done

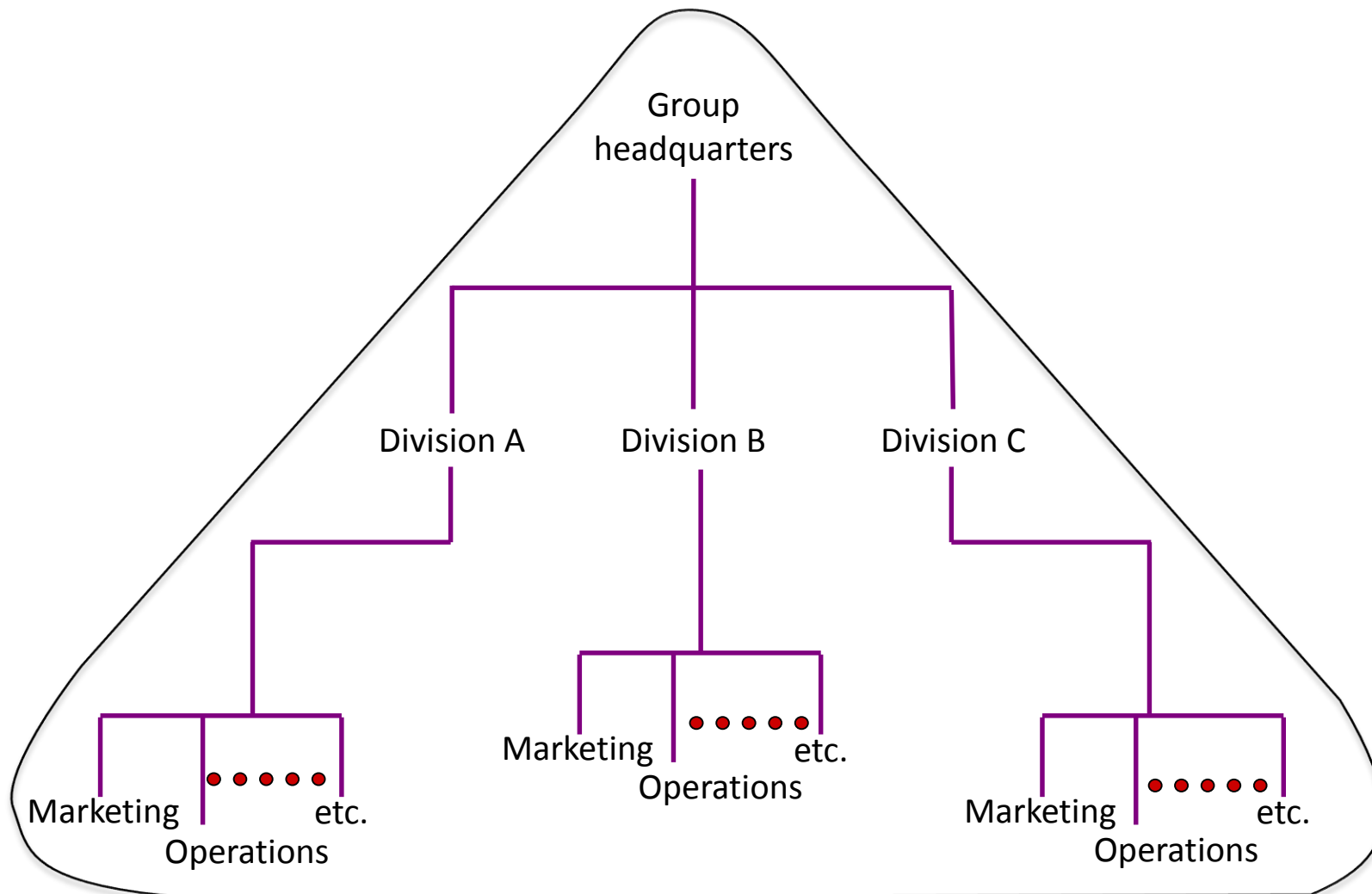
Causes of stress	What can be done about it
Staff can become overloaded if they cannot cope with the amount of work or type of work they are asked to do	Change the way the job is designed, training needs and whether it is possible for employees to work more flexible hours
Staff can feel disaffected and perform poorly if they have no control or say over how and when they do their work	Actively involve staff in decision making, the contribution made by teams, and how reviewing performance can help identify strengths and weaknesses
Staff feel unsupported: levels of sick absence often rise if employees feel they cannot talk to managers about issues that are troubling them	Give staff the opportunity to talk about the issues causing stress, be sympathetic and keep them informed
A failure to build relationships based on good behaviour and trust can lead to problems related to discipline, grievances and bullying	Check the organization's policies for handling grievances, unsatisfactory performance, poor attendance and misconduct, and for tackling bullying and harassment
Staff will feel anxious about their work and the organization if they don't know their role and what is expected of them	Review the induction process, work out an accurate job description and maintain a close link between individual targets and organizational goals
Change can lead to huge uncertainty and insecurity	Plan ahead so change is not unexpected. Consult with employees so they have a real input, and work together to solve problems



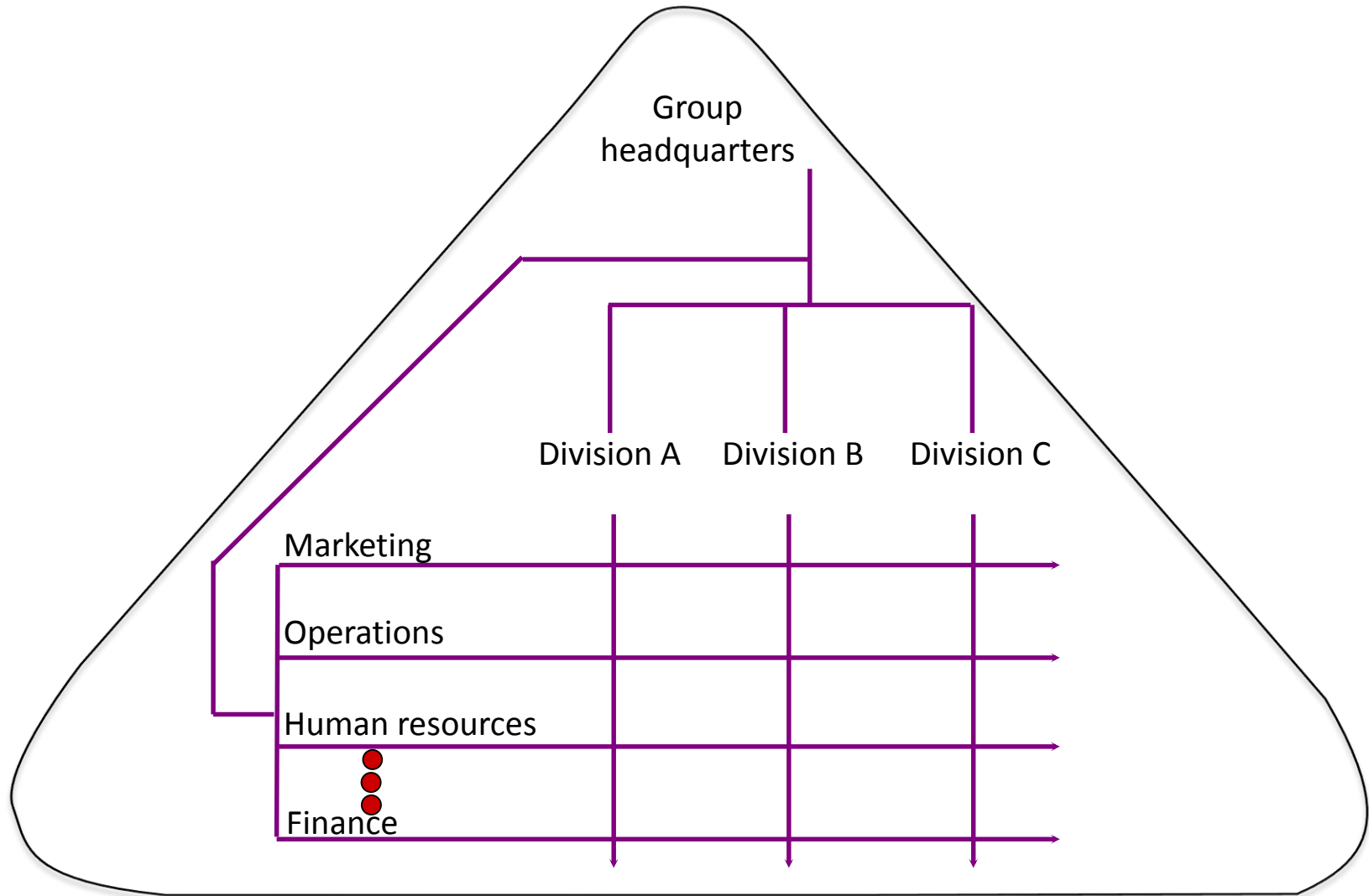
# U-form organizations give prominence to functional groupings of resources



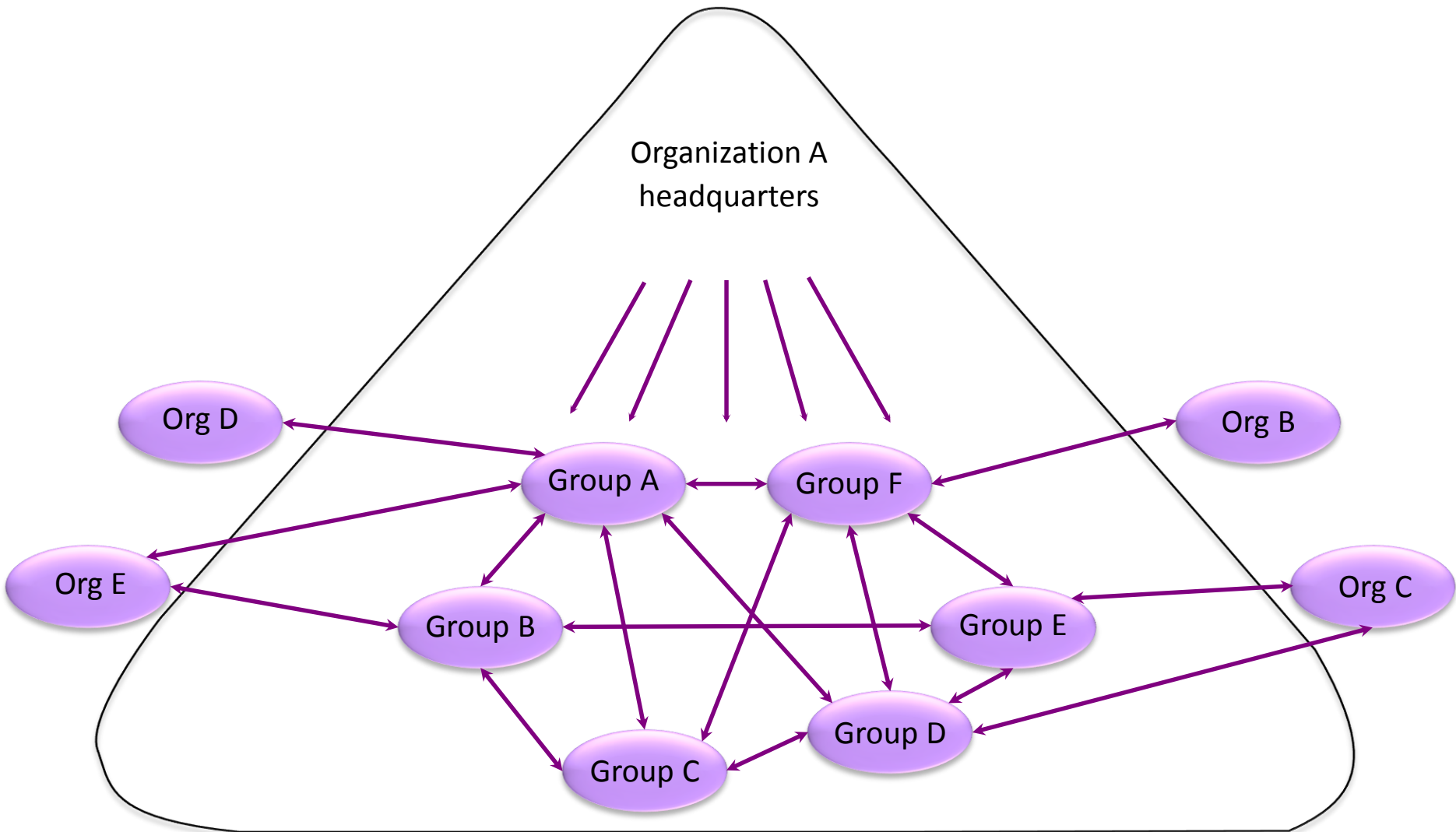
# The M form separates the organization's resources into separate divisions



# Matrix form structures the organization's resources so that they have two (or more) levels of responsibility

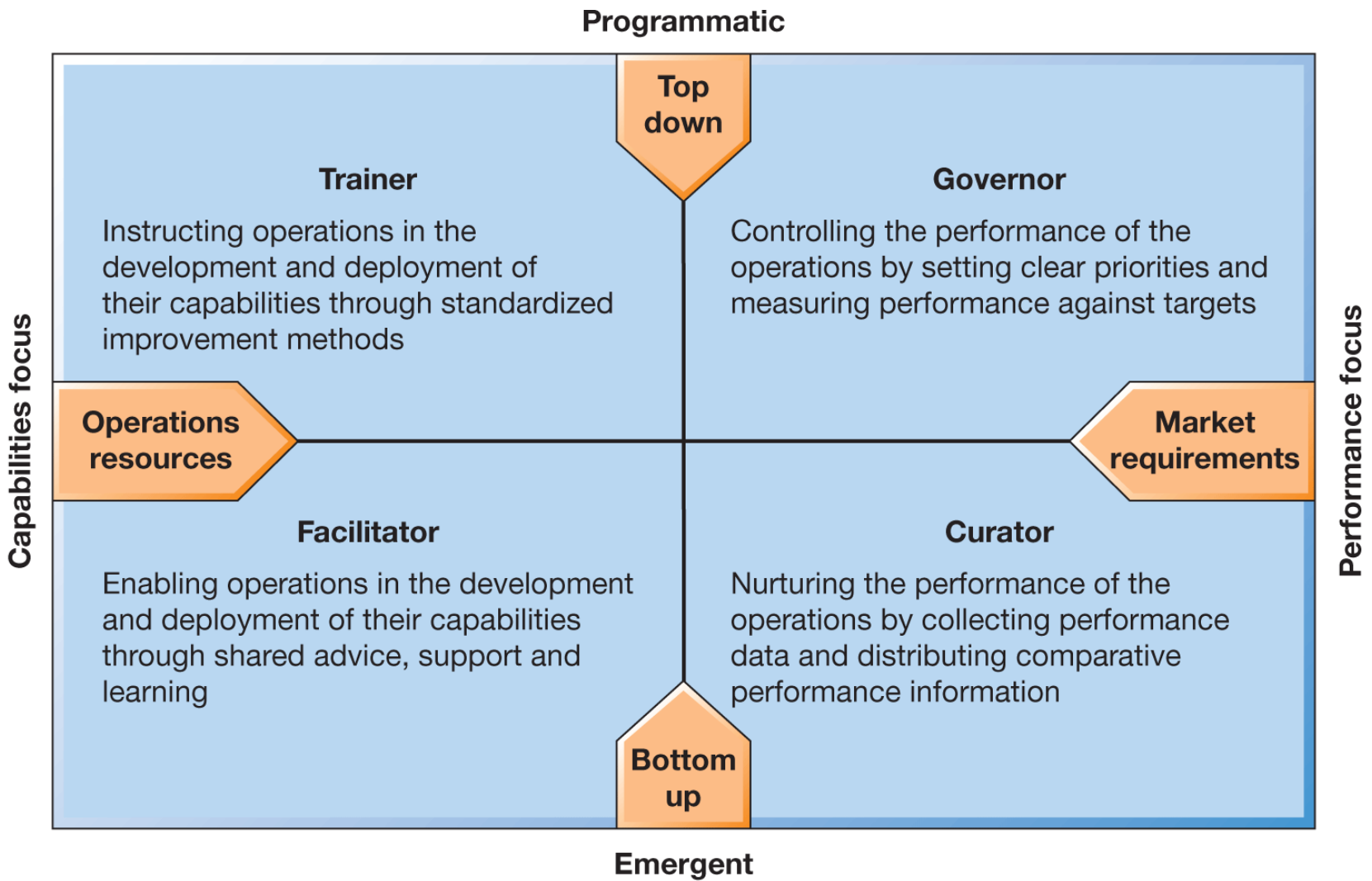


# N form organizations form loose networks internally and externally

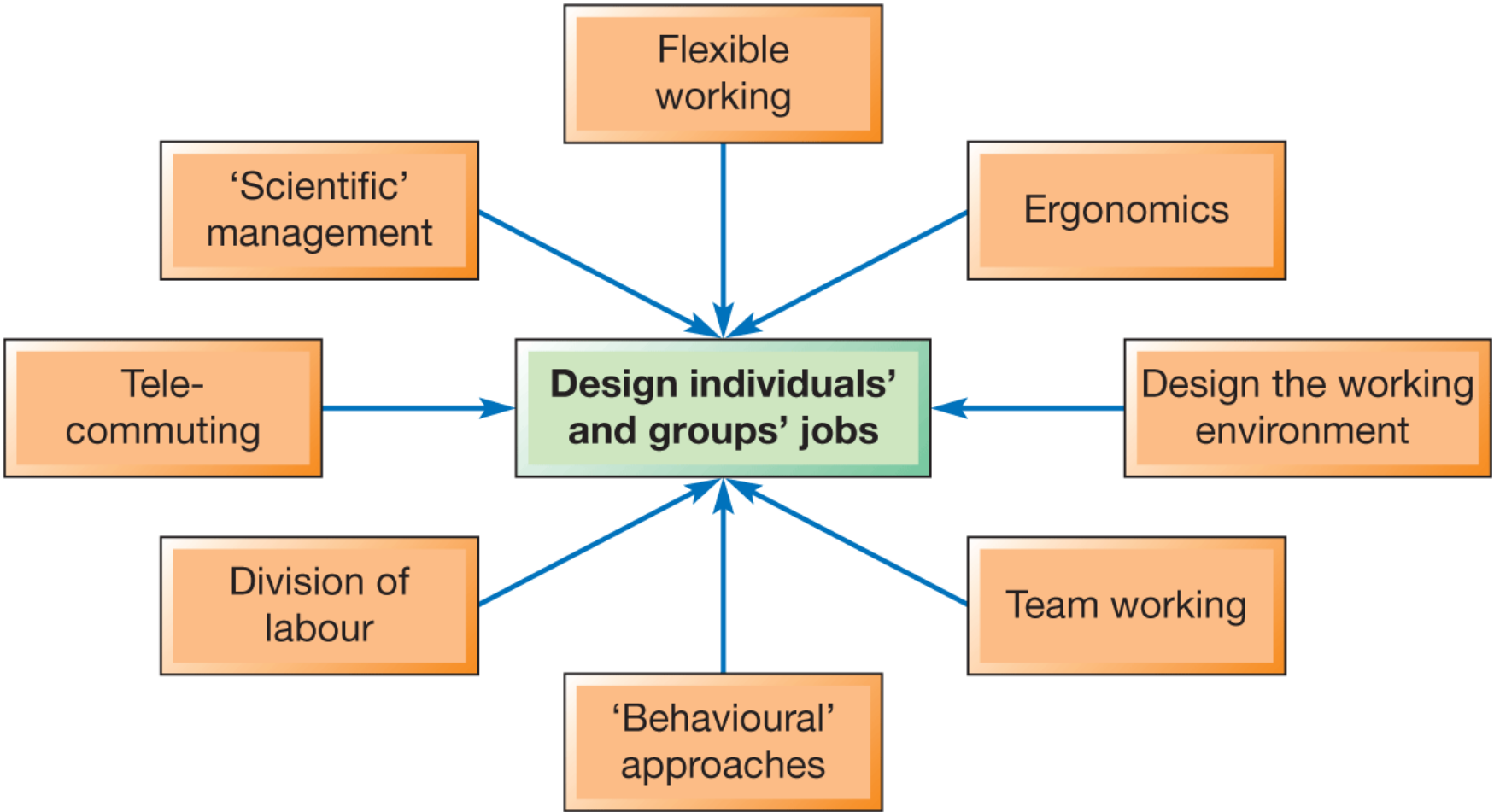


**Figure 5.4**

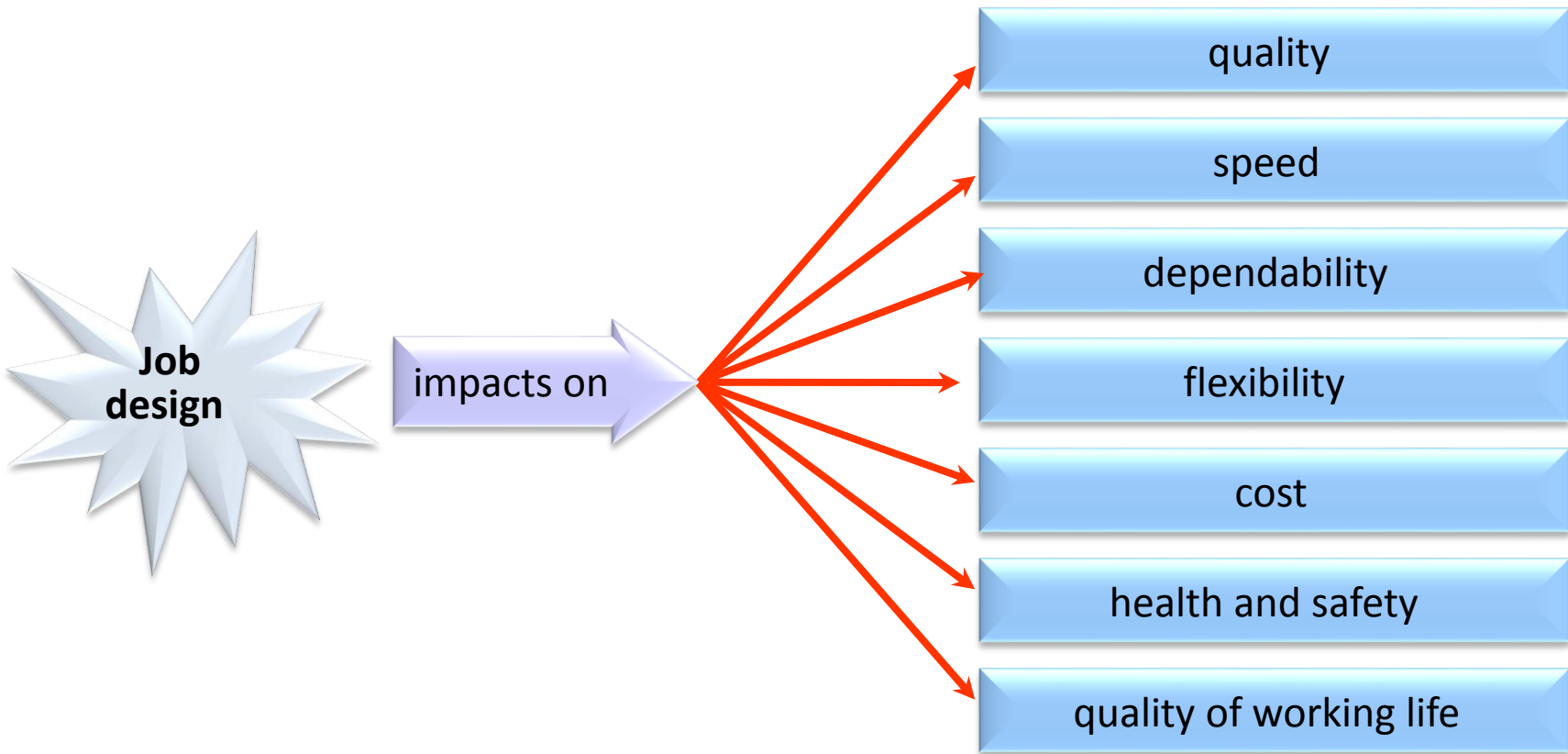
# A typology of the 'operations developer' role



# Some of the influences on job design



# The objectives of job design



# Division of labour

Dividing the total task down into smaller parts, each of which is accomplished by a single person or team.

Advantages	<ul style="list-style-type: none"><li>Promotes faster learning.</li><li>Makes automation easier.</li><li>Ensures that non-productive work is reduced.</li></ul>
Disadvantages	<ul style="list-style-type: none"><li>Leads to monotony.</li><li>Can result in physical injury.</li><li>Is not particularly robust.</li><li>Can reduce flexibility.</li></ul>



# Work study

## Work study

A generic term for those techniques, particularly method study and work measurement, which are used in the examination of human work in all its contexts, and which lead systematically to the investigation of all the factors which affect the efficiency and economy of the situations being reviewed in order to effect improvement.

### Method study

Method study is the systematic recording and critical examination of existing and proposed methods of doing work, as a means of developing and applying easier and more effective methods and reducing costs.

### Work measurement

The application of techniques designed to establish the time for a qualified worker to carry out a specified job at a defined level of performance.

# Resources and flow: job design

Method study: **SREDIM**

Method study seeks to improve methods of production –it embraces layout, environment, material and labour and usage.

- **S**elect task to be studied
- **R**ecord present method
- **E**xamine the facts critically
- **D**evelop best method
- **I**nstall the new method
- **M**aintain by regular checks.

# Standard performance

**Standard performance** is the rate of output which qualified workers will achieve without over-exertion as an average over the working day provided they are motivated to apply themselves to their work.

## Qualified worker

**A qualified worker** is one who is accepted as having the necessary physical attributes, intelligence, skill, education and knowledge to perform the task to satisfactory standards of safety, quality and quantity.

# Ergonomics



Ergonomics is concerned primarily with the physiological aspects of job design – that is, with the human body and how it fits into its surroundings

Ergonomics

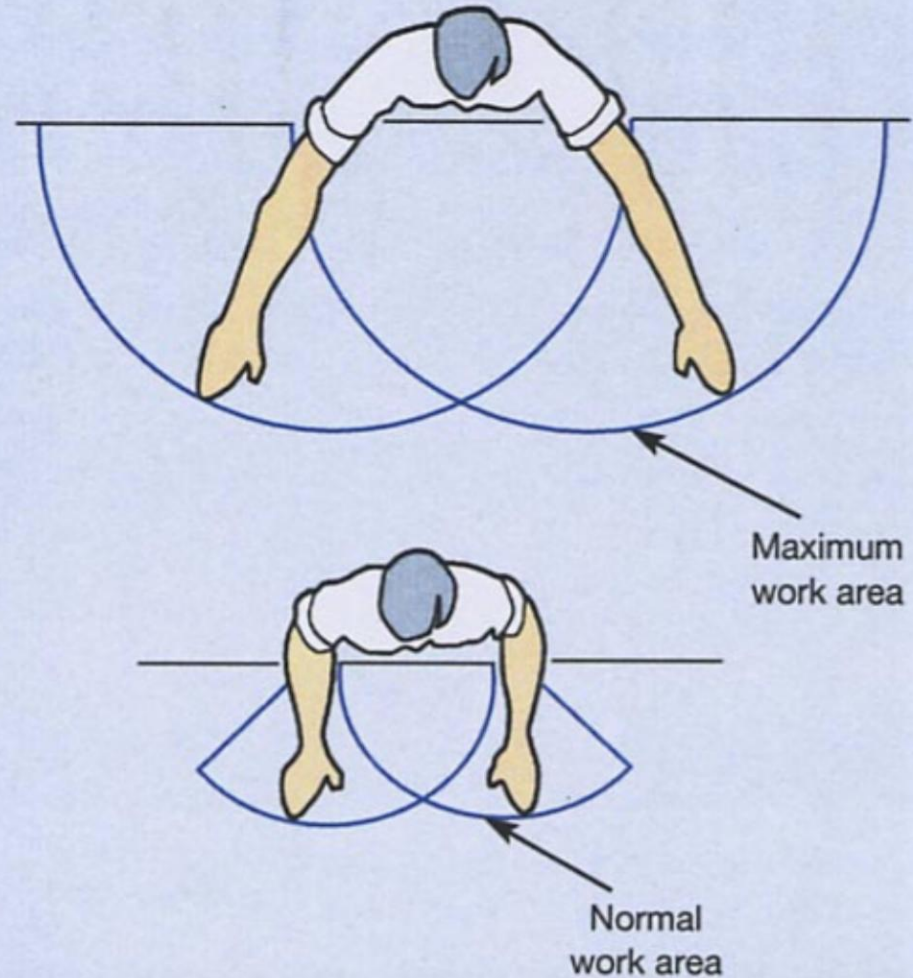
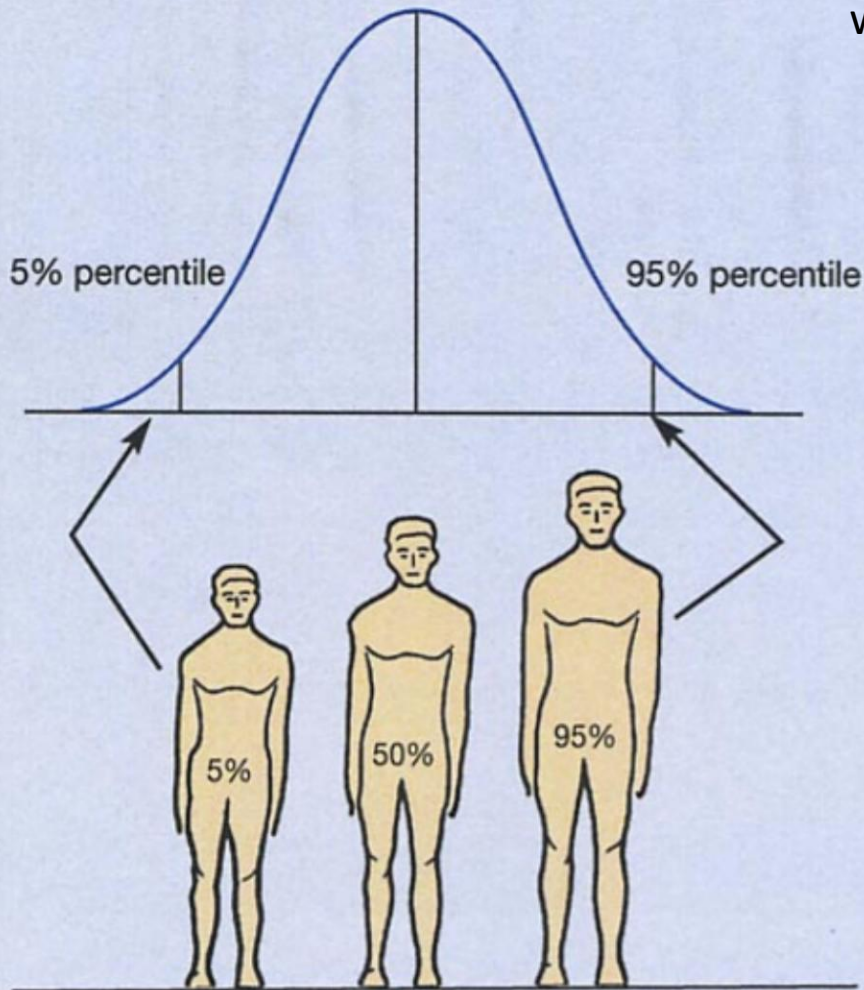


How the person interfaces with the physical aspects of his or her workplace

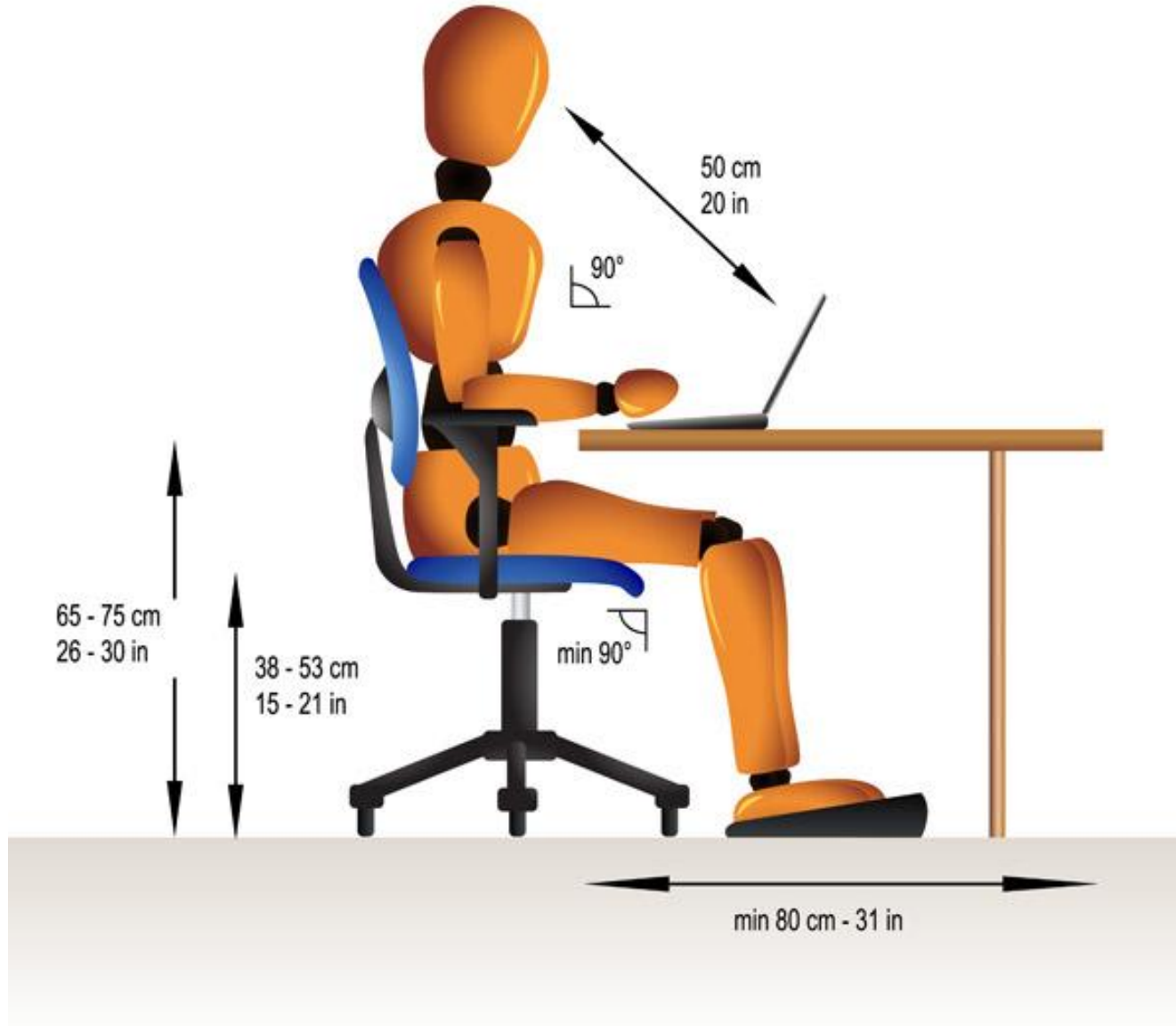
How the person interfaces with the environmental conditions prevalent in his or her immediate working area

# Ergonomics (Continued)

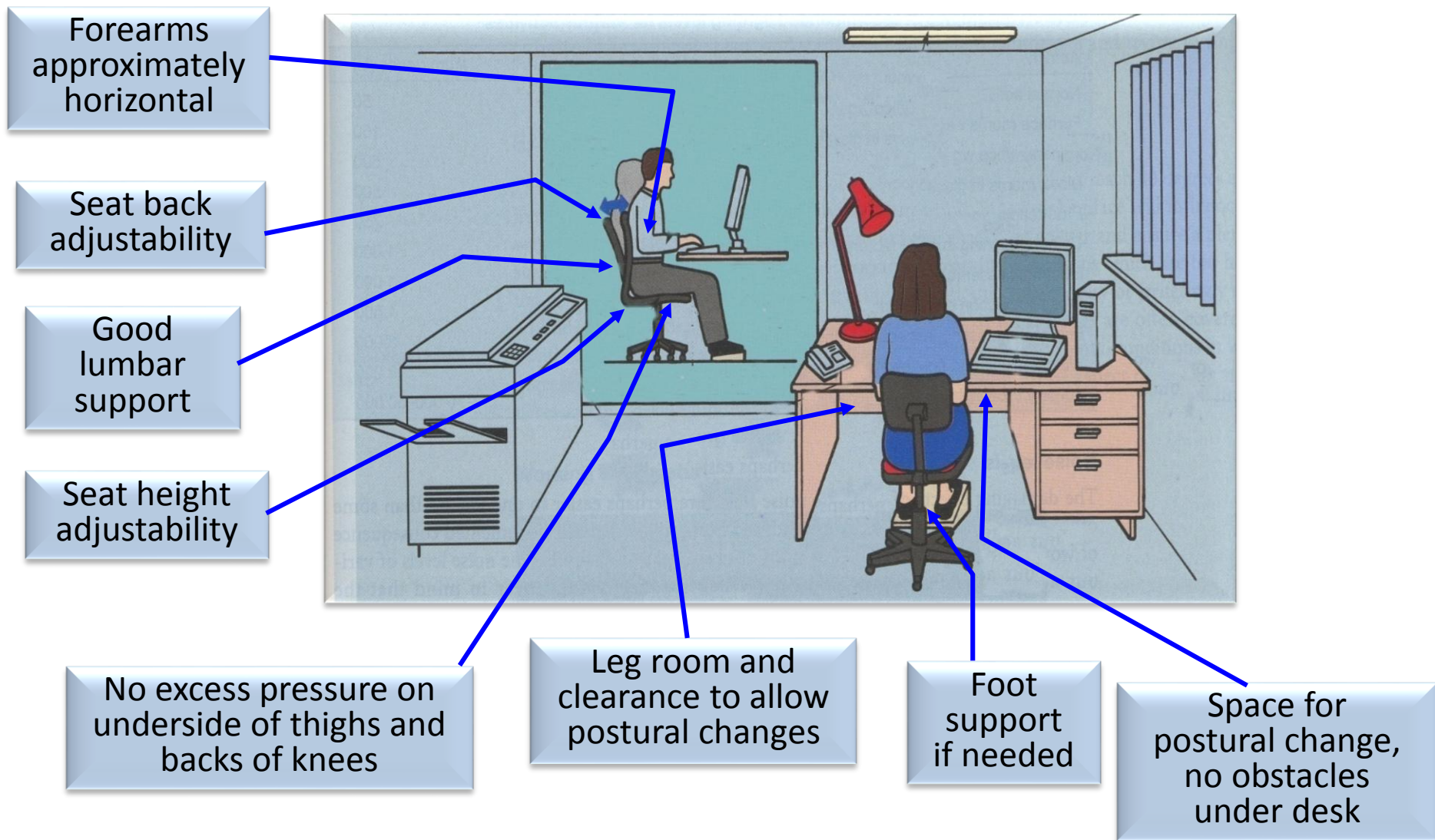
Using anthropometric data, ergonomics can guide how people interface with their workplace.



# Ergonomics (Continued)

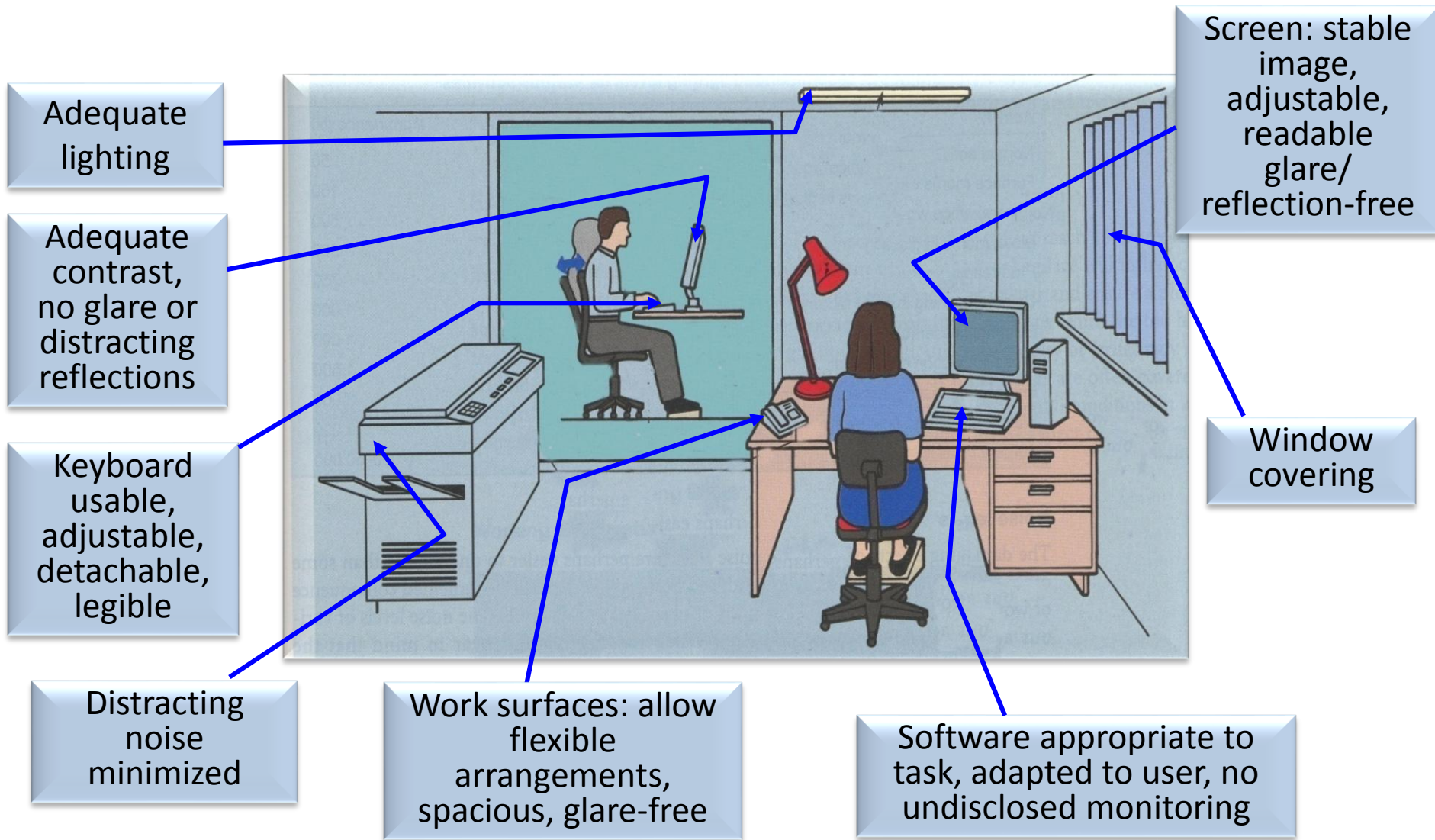


# Ergonomics (Continued)





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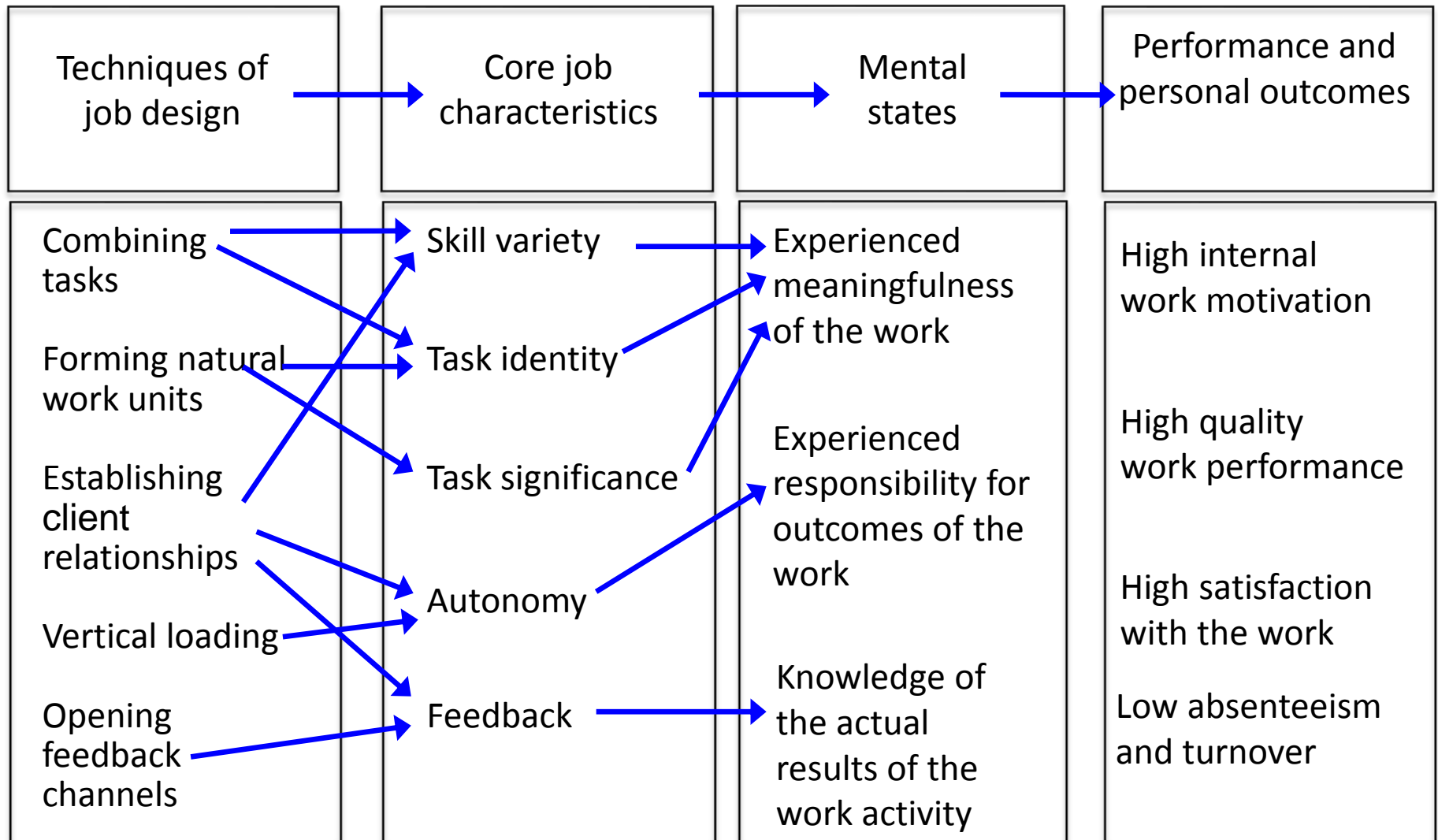
## Working temperature



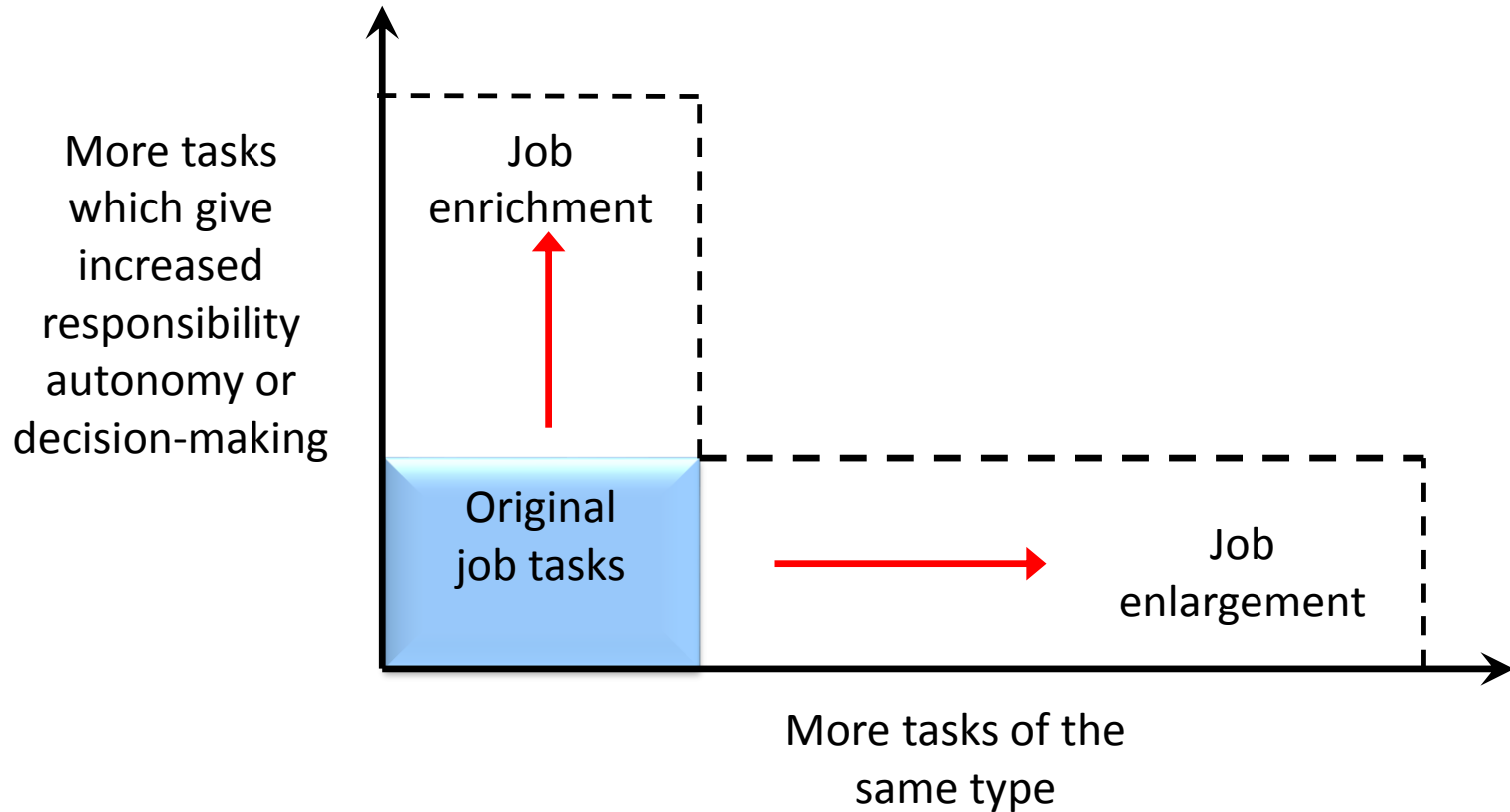
Source: Tibbett and Britten

Extremely low working temperatures as in this frozen food warehouse, require protective clothing and limits to the maximum length of time anyone is allowed to work at the job

# Behavioural approaches – Hackman and Oldham's model of job design



# Behavioural approaches – Job enlargement and enrichment



# Team working

Team working – where staff, often with overlapping skills, collectively perform a defined task and have a high degree of discretion over how they actually perform the task.

For example – a team of nurses sharing the responsibility to care for patients

# Empowerment

Empowerment means more than autonomy. It means giving staff the ability to change how they do their jobs and the authority to make changes to the job itself, as well as how it is performed.

## Empowerment (Continued)

Empowerment – McDonald's lets families share jobs. It allows family members to cover each others jobs. Members of the same family working in the same outlet are able to work each others shifts without giving any prior notice or getting a manager's permission.



# Flexible working

Flexible working – Increasingly some people are expected to do their jobs while traveling, with only occasional visits to their 'home' location.



# Control versus commitment

