Organizational Management and the role of HRM from different perspectives

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Abstract: **The present paper consists of 6 different parts. The first part is a portfolio where reflection on career aspirations and developments needs are been illustrated. More specific details on the general labour market are been discussed followed by career goals and development needs. The second part is a discussion on the management challenges that managers are face in order to achieve organizational goals. More specific there is been a discussion considering the corporate mission and the organizational culture, structure considering also people management. The third part is about the employee perspective. There is a discussion regarding the motivation theories, the employee stress and how can a leader or a manager empower the staff. The forth part of this paper is a discussion about the wider Environmental Factors that affect the development of an Organization today. Factors such as economy, political and sociological are been discussed evaluating a company's strategy. At the last chapter there is a discussion about the HRM department and how important it is for a company, considered as a chain between the organization and its employees.**

Keywords: **air traffic controller, environment conditions, HRM, goals, organizational management, development plan, strategies.**

1. INTRODUCTION- PERSONAL PERSPECTIVE

The MBA (Master of Business Administration) refer to a degree that first appeared in American universities. The degree of spread to other parts of the world was a result of the adoption of the American company management mode (Newham, 2006).

The last years there is a growing demand in the market for MBA graduates leading universities offering this degree to be numbered in thousands? There are many career options for graduates as they can work in different areas depending on their MBA. Moreover, an MBA could be the passport for a graduate to work as a Software Developer, Information Security Analyst, Financial Manager, Management Analyst, Operations Research Analyst or even as an Interpreter and translator (A.Graves, 2015).

2. CAREER GOAL AND ANALYSIS OF A SPECIFIC LABOUR MARKET_THE CASE STUDY OF AN AIR TRAFFIC CONTROLLER

2.1 Career Goal and Analysis of a specific Labour Market_The case study of an Air Traffic Controller

In any case after finishing an MBA, for an Air Traffic Controller, this plays an important role in society. Air transport not only links countries between them, it plays also an important role in the economy for each country. Moreover, facilitate the transport of persons and goods contributing to country's economy. Over time the number of airlines increases significantly in order to meet the huge demand globally, transforming the transportation sector in a dynamic and competitive market where an Air traffic controller seems to be necessary (HEGIS 0599, 2015).

Air traffic controller's duty is to ensure that every flight is being operated correctly avoiding accidents. Therefore, they ensure that planes maintain the required distances between them securing the safety in the airspace. Moreover, they made

flight plans delimiting airways for the plane keeping also contact with the cockpit keeping it informed about any weather and winds conditions (Study.com, 2015) .

But whether it is easy for someone to deal with the particular object; is there a market demand nowadays?

According to the English Labour Bureau, air traffic controllers were 23.060 in number for May of 2013. Despite the large number of workers, a job growth increase up to 3% is expected for the years 2012 and 2022 due to the number of activity in the airspace. Also a very important element is the rites due to retirement where a large percentage of the existing potential expected to retire with pension. After this event the industry is expected to be able to absorb the prospective air traffic controllers as the number of parties is expected to be less than the number of seats offered.
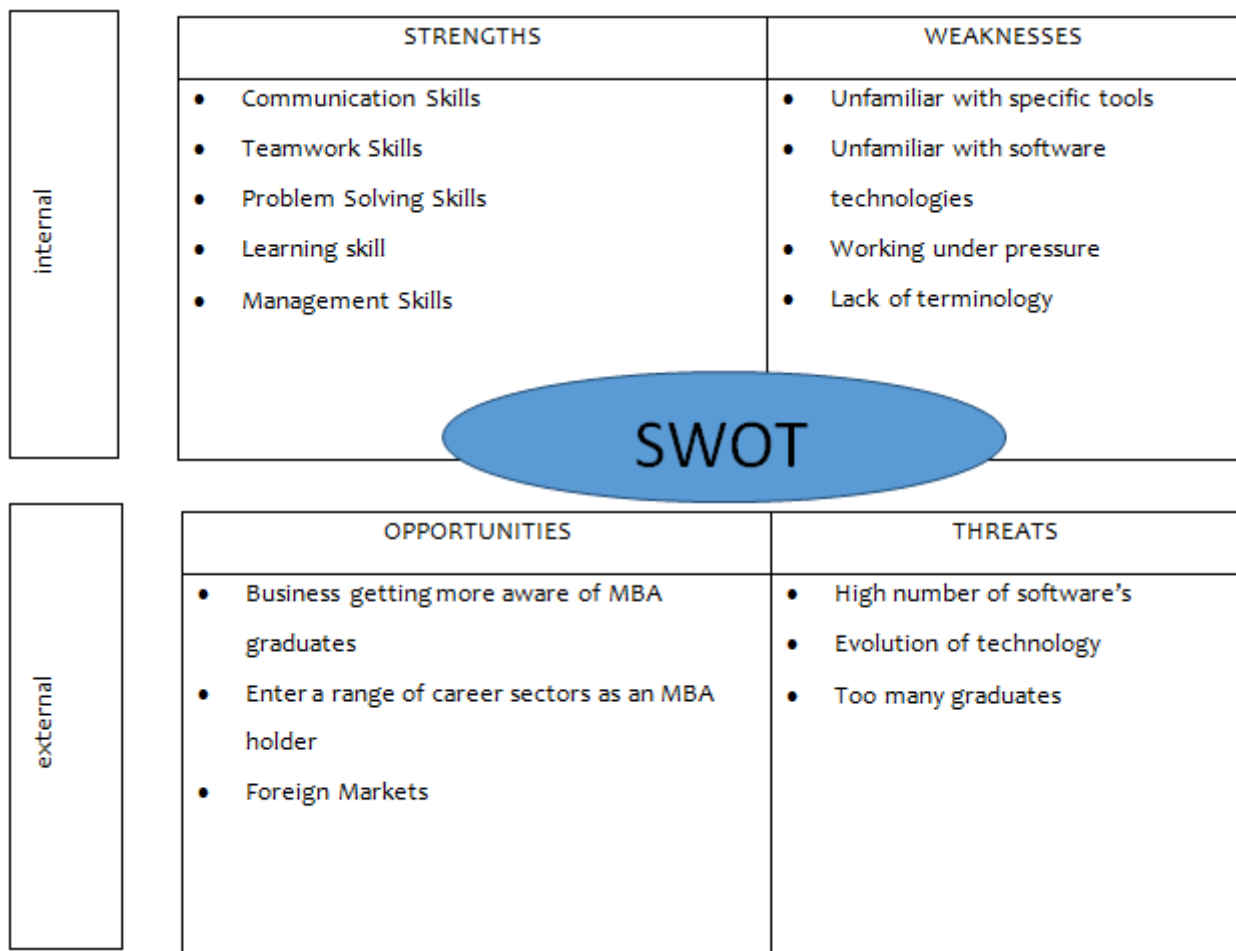
2.2 A detailed SWOT ANALYSIS

Figure 2.1: SWOT Analysis

The above figure (2.1) is a SWOT Analysis figure where personal features are been illustrated. A student should have gained some skills which are essential in every sector. The communication skills are necessary in the area of management while the team working that distinguishes is a component which can help in a dynamic and demanding sector. About the weaknesses we should learn some programmes in case we choose to become air traffic controllers while we should eliminate the anxiety that pervades us under pressure. Regarding the opportunities we will have after finishing the MBA are many and have to do with the fact that there is a huge demand from companies for graduates in the industry and a wide range of our career choice spreads legs. Also we could look for work abroad because of our studies. About the threats that there might be, the evolution of technology is a major threat as well as the number of graduates who is quite large.

2.3 Development Needs and plan

After the above it is obvious that we need to take some actions for our candidacy to intensify when we get out on the labour market. First of all we need to handle the stress by handling courses as it will help us to abort the anxiety. This will help us to pick up various tasks without fear completing them effectively. Another issue that we need to fix is our knowledge around software programs. This will give us an advantage over the other candidates in the case of an application for a job. Also the knowledge of terminology is important enough not to lose time when we join a working environment. For this we need to read articles about the aerial controllers and how they work. In this case, where dealing with the field of air traffic control is determined we could do also an MBA on aviation. This will give us extra features in our resume and would make us sought after employment.

	PERSONAL DEVELOPMENT PLAN					
	To be Developed	Expected Goal	Actions need to take	Success Critiria	Application	deadline
1	Public Speaking	Overcome Nervousness	Train at Uni	Able to speak confidently in front of croud	Presentations	07/06/2015
2	Language	Speak Fluent English	Study at English School,Practise speaking with friends	Speak fluent with foreign people	Basic Communication	08/07/2015
3	Software Knoweledge	Competitive User	Study at school,practise on my own	Use it as a helpfoul tool	Control airoplanes	15/09/2015
4	Complete my MBA	Be a Graduate	Study very hard my courses	Get my degree	Able to apply for a job	10/09/2015
5	Job Position	Assistant Air trafic controller	Work Hard,Improve Skills	Promotion as Assistan Aitrafic Controller	Greater Authority,Responsibility,Benefits	15/09/2017

3. ORGANIZATION / MANAGEMENT PERSPECTIVE

Leadership is an important concept in modern management, since it constitutes one of the necessary ingredients of each company, as a whole but in individual sections. Abroad, where the branch of business administration has experienced tremendous growth in recent years, the role of the Manager is explored in depth through extensive surveys of specific organizational psychology and management. Management that will apply to the company, must, in any case, be adapted for each specific person chosen to work. The manager has the obligation to revise, at times, the principles and rules that apply to the management holding for the guidance of persons of the group, when he sees that certain principles and rules is de facto obsolete.

3.1 Vision-Mission of a structure

The mission statement defines the activities of a business, its objectives and how to achieve them. Is a description of the desired position of the company in a reasonable amount of time. Responsible for a company's position is its Manager. It is his duty to create the vision of a company by selecting attainable goals thinking the human resources of the company. According to Peter Dracker the role of a leader is to motivate the workforce giving him incentive and vision for accomplishing a specific goal in the future.

Setting a vision for an organization, Manager should consider the competitiveness. The managers should be cognizant of market and competitive companies. A good look at the goals and vision of the major companies in the industry will help him not to escape when establishing his own company's goals.

When setting the vision Manager should take on account the structure of the company and whether this will be left as it is or will take the manning with new staff. It is customary in such situations to assume leadership positions within the company and officials who already know the company well. However, if the manager considers it appropriate for the

good of the company he could hire new experienced people who will have the experience to fulfil the new goals of the company.

Once the vision and mission of the organization have been established strategic goals should be determined. Strategic goals are short term goals necessary to achieve the overall goal and need to be set on all levels of the organization in such a way to make the workforce work together. Goals need to be specific, measurable, achievable, with a dead line increasing the probability of what can be achieved. Once the strategic goals has been measured, the Manager should be sure that there is an evaluation and control for these goals by evaluating the progress very often in order to understand what works what is going due to the schedule and which goal may need to be changed (Graves, 2012).

3.2 Management of Change

The change of a company occurs when a company makes a shift in the market following new paths for production or development according new technologies that will be available. The pressure for change is practiced by internal forces such as the company's workforce, the need for changing the structure of the company, the need for a change in the management way or even external pressures such as the evolution of technology. During the process of changing the managers should take seriously the reason of this change and the benefits for the company in case of change as well as the disadvantages of such a motion. Also they need to think and find a way to tackle some reactions that prospective created. Reactions coming even from the company's employees, who shudder at such events (fear of a reduction in remuneration, fear of the unknown, etc.).

3.3 Management of People

A successful Manager should have strategic thinking and planning skills. It is easier to influence employees to follow his strategy when they have a clear understanding of the present and a vision for the future. It is well known that a plan or a strategy will be good only if it is been followed by a good analysis. Therefore a manager should be sure for setting achievable and specific targets communicating them properly in the organization.

The process for communicating a company's vision or strategy is very important and requires discipline and focus on the goal. The difficult part in defining a vision is the proper management of human resources. In this piece the Manager will need to measure the capabilities of the company's human resources in order to set achievable vision. Another important part is the understanding of the vision and strategy by the existing staff. Every employee should be updated correctly for any new responsibilities and goals that should be met within a certain time. At this point it should be mentioned that each employee should be able to carry out its new challenging tasks in the future. Therefore, the Manager should split the tasks correctly among the workforce. The proper division of labour is the most important piece achieving strategic goals (Hiatt, 2003).

4. EMPLOYEE PERSPECTIVE

Motivation theories have passed through many phases, affect and are affected by the prevailing ideologies and philosophies of management in each region. Today, there are employers, managers and employees who insist on one or another theory, based on their views and not to research or empirical evidence but in an ideological context values and assumptions. This helps them to understand their own role and the role of others around them.

At the beginning of the century the prevailing theory about the management was the classical or "scientific" approach. This theory describes working people as reasonable, economic accounts make and follow a logical type of behaviour at work (see Taylor, 1947) employers, who have accepted this theory believe that the task force comes from the desire to win as much money as possible.

The effect of observation of people at work became known as "The Hawthorne Effect" and the results of research, as published at the end of the 1930s, had almost revolutionary impact on existing theories of motivation at work, rather than concentrated in money as encouragement, attention was given to the importance of "human relations" as an instrument of motivation of employees. A very simple view of human motivation was replaced by another simple, but equal theory. Thousands of managers sent in a series of training courses to learn the possibilities of "relationships" of officials, to understand their problems and to show interest.

Theories of motivation who supported or corroborated findings of "human relations". The new outbreak of the theory of motivation was the search for the satisfaction of human needs. This new approach has made it clear the thought of management in the 1950s.

Maslow (1954) offered the "hierarchy of needs", according to which human beings have their prearranged needs in a pecking order so they have an incentive to look for originally, the satisfaction of the lower levels of needs. Once the level of needs met is not considered an incentive and the person acting on the next level of the hierarchy. Basic needs such as shelter, food and warmth are in the bottom level of the hierarchy, which then evolve with the help of natural abilities, social acceptance, of personal appreciation to "personal-reforming» (someone realizes his own potential).

None of these theories is not entirely satisfactory, but most of the recent data have supported each other and are in accordance with the findings of empirical research. If we take an eclectic approach, the following key rules, which exist in research, it is worthy of inclusion in the strategies of pay systems:

1: Consists: employees need to mix in developing any new remuneration system and to consult for problems that may arise. Should be encouraged to develop a commitment to success and a sense of ownership which will lead the system average of teething problems (Aergis Resistance theory)

2: Carrying all the difficulties that belie the employees to achieve high levels of effort. It is pointless to provide highly motivated if employees are belied by not having the appropriate ability and all the equipment, tools, space, material items, additional items, instructions, support systems, cooperation from others, or other items you need. (Expectations Theory).

3: Justice: Each performance criteria used in purposes, objectives, or changes in behaviour, must be fair and equal for all the employees who do the same job in the same organization (theory of Justice)

4: support: the regulations must be in place in order to have the responsibility to give the officials the support, encouragement, guidance and adjustment so that they can be knowledgeable of their employers ' interests in their work and can quickly learn how to earn the desired rewards. (Theory of expectations).

5: the importance of on THIRD PARTY FEES: the time must be spent in such a way as to be sure that the officials concerned to make the proposed fees. (theory of probability)

6: Objectives: employees need to consult for the purposes, goals, or changes in behaviour tha t will earn the reward and that should be as precise and clear as possible (theory of Resistance).

It should be mentioned that many of the above rules require more effort by the monitors and managers as well as employees who manage. Too often in the past the responsibility for poor effort was to workers and only recently the authors have recognized that the poor quality of the effort of employees is often associated with the poor management. Finding motivation to employees is deceptive element to accustom to throwing their attention to other, more than to have their own responsibilities and mistakes in this area (W.Buchner, 2008).
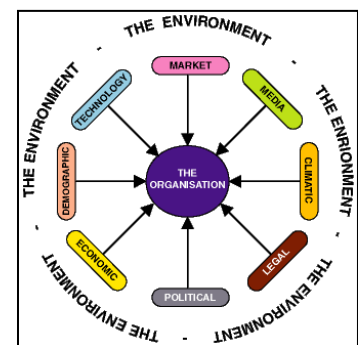
5.   EXTERNAL ENVIRONMENT CONDITIONS

The selection of a company's strategy is pretty important and well connected with the success of a business. Without strategy is difficult to set the objectives and ways that will lead to correct results. The above table shows some important aspects of the external environment in which a business operates. The company cannot control these aspects can, however, be protected by their changes. The problem of a company focused on the company's own response to environmental change, especially when it comes to factors difficult to use due to their change of pace (Michael Hitt, 2013).

When choosing the strategy an analysis of external factors such as environmental, economic, political, sociological, business and technology should be followed.

Political factors

Include regulations and policies that could affect a company's management.

Economic conditions

The economic conditions of a nation have a positive or negative effect on spending patterns of citizens. An unstable economy, raising interest rates or even the level of unemployment is factors that affecting consumption of goods in a society. In such an economy where consumer priorities bounded the purchase of goods or cars are not priority. On the other hand goods which will be useful for client's everyday life are more preferable. Due to the crisis recent years have shown us the dramatic consequences that may exist in various markets.

Market (competition)

The volume of competition in an area plays an important role in the choice of the strategy of a company like changing factor in the external business environment. It is known that the competition is constantly changing; companies are closing or changing their strategy to score the competition strengthens or weakens. Both of these options result in changing the price of a product and every company should be in constant update with the market price of the product. For example a company won't go to sell rice in China with very expensive purchase cost because it is certain that he will not succeed.

Sociological

Sociological behaviours are changing constantly and is fully affiliated with consumer's psychology. In this case a market research about what is missing from the site according to consumers can have positive results for the company helping significantly the marketing department.

Technology

The technology is growing at a brisk pace and is a factor which puts pressure on the external environment of an enterprise. If a company stay stagnant in terms of technology that uses, probability to have several lost for a significant share of the market is possible. The technology also does not change only the designing for a company but also the production of products and the provision of services which in our years becomes increasingly easier for consumers since they may use their mobile phone and purchase a product from the couch of their home. This means for every business that should have directly tied with technology strategy and even the time of delivery is a criterion which affects quite a strategy.

Legal

Taxation in each country plays an important role in the selection of a company's strategy. The Director of the company should be aware on a daily basis because of the rapid changes of taxation in one night. Contract labour laws also, security and consumer protection is extremely important and need to be followed in an everyday bases.

Environmental

Environmental problems in recent years have the required dose of attention from various stakeholders worldwide. And in this case the selection of companies must be to produce products or provide customer services with environmentally friendly modes. Recent years have sawn the mood of consumers towards environmentally friendly products which no longer sought by innovative companies (Michael Hitt, 2013).

For all these reasons that can affect a company planning a management tool used by managers is the PEST analysis. It is a tool which assists in the analysis of the external factors and gives the image of the region. For a successful strategy would be a good choice for the managers to use in order to have some right conclusions about a particular market.

6. STRATEGIC HRM AND ITS INPUT IN THE ORGANIZATION

The Department of human resources is considered as one of the most important parts of a company. Human resources management is more important than other activities for a business. This is why people who work in this Department are aimed at the proper functioning of the company itself as the target of the communication between the personnel of the company. Organizations should understand the aspirations of their workforce in order to achieve the desired objectives.

Understanding the expectations of employees will enable the same behaviour in the organization. Some desired results of human resources is the responsibility, the cooperation between employees, the cooperation of officials with the developers and the enhancement of the capabilities of the workforce. The aim is to create a culture in which every person in the company will assume responsibility for achieving the objectives of a company. On the other hand, the strategic management of human resources of a company is aimed at improving the company's performance. For effective management of employees businesses need the Department of human resources (R.Sims, 2002).

For a company it is difficult to create a good team of professionals without the Department of human resources. The main responsibilities of the Department include the recruitment of new staff, their training, each employee's performance evaluation, communication between different groups within the company, safety at work, etc.

Recruitment and Training

This is one of the major activities of the Department. A company's executives arrive at strategies which will move when recruiting new staff. More specifically, set appropriate criteria that must be met by the candidate, the tasks which will be undertaken as well as the salary that will be given. Based on the above prepared and the contract to be signed between the new employee and the company. Also when necessary provide seminars to staff to develop skills which will help the staff in future promotion.

Staff assessment

The Department of human resources encourages employees at a company to operate in accordance with their possibilities and makes suggestions for improvement. Through daily communication with staff is able to know the possibilities and to determine their respective roles. With this the employees are in a position to know better the objectives of the company as well as to have a clear plan for how it should act with a view to achieving those objectives. The performance appraisal is something that motivates employees to work best and highest quality.

Maintain working climate

The working climate in an enterprise is sufficiently important as to the efficiency of officials. The performance of each employee is guided largely by the working environment. A good environment also motivates employees.

Managing differences

In a company there are several issues which may cause differences between employees and the employer as a result of the conflict. The human resource Department in this case acts as an intermediary and mediator Advisor for immediate solution to the problem. Be able to listen to the grievances of officers and finding appropriate solutions for solving them.

Pr Development

To a large extent the public relations of a company passes from the HR Department. The organization of seminars, professional appointments and gatherings manage to create an interaction between the company and other entrepreneurs.

Based on the above the goal of HRM is to maximize an organization's productivity through optimal staff performance which is connected with the work environment. In other words, human resource management includes personal skills development efforts for employees as well as their satisfaction with the company's policy. The HPM managers define the department's future activities and planning their implementation with a view to realizing the objectives of a company. The plan includes 4 major axes that have to do with hiring the right candidates for jobs in the company, the determination of the salary based on qualifications, the development of skills of workers and the maintenance workers in the company (Encyclopedia of Business, 2014).

7. CONCLUSION

The present coursework was about a portfolio where an evaluation of strength was been done. After the above it is obvious that we need to take some actions for our candidacy to intensify when we get out on the labour market.

Leadership is an important concept in modern management. The manager has the obligation to revise, at times, the principles and rules that apply to the management holding for the guidance of persons of the group, when he sees that

certain principles and rules is de facto obsolete. The mission statement defines the activities of a business, its objectives and how to achieve them. Setting a vision for an organization, Manager should consider the competitiveness. Therefore, the Manager should split the tasks correctly among the workforce. The proper division of labour is the most important piece achieving strategic goals. Finding motivation to employees is deceptive element to accustom to throwing their attention to other, more than to have their own responsibilities and mistakes in this area. However, a company's strategy should analyze some external environment conditions which are very important. Conditions such as Political factors, economic conditions, market and technology should be measured in order to achieve the proper goals for a company. Despite the CEOs the most important part in a company is the HRM. For any target or mission HRM is responsibly to find the suitable human resource providing also the employees with safety making the best for them in order to do their best while working. A company is considered as an alive body included from many different people or even cultures. The current, highly competitive and globalised environment requires much greater activation of business than in the past for their survival and, main, for their development. This activation requires a mind-set change, extroversion, leadership, modern forms of administration, flexibility, speed of decision-making and harnessing the creativity and dynamism of the human factor. Business growth requires firstly the existence or finding a leading personality. The inspirational leader he will form with the senior a vision for the company. Based on the agreed vision of the leadership team will proceed in shaping the company's medium-term objective and to develop the appropriate strategy for achieving this goal. Given this context, the company should create an appropriate organizational structure and to ensure that the staffing of the organization chart.

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