



UNIVERSITY *of*
RWANDA

COLLEGE OF AGRICULTURE, ANIMAL
SCIENCES AND VETERINARY MEDICINE

SCHOOL OF AGRICULTURAL AND FOOD SCIENCES

DEPARTMENT OF CROP SCIENCES

YEAR 4 FST

ACADEMIC YEAR 5/ FIRST SEMESTER

Module: FST 4221
FOOD PLANT MANAGEMENT

Component: **PLANT HUMAN RESSOURCE
MANAGEMENT**

Lecturer: **Dr. Jean D'Amour MANIRERE (PhD)**



Not only plant layout but also People (this is the module motto)

Vision and Mission of UR



- ▶ Vision: Tomorrow/Future
- ▶ Mission: Today/Present
- ▶ And HRM is done in consideration of the Vision and Mission

• Vision

To be a leading University that develops highly enterprising graduates prepared and dedicated to building a more just and sustainable society locally, nationally and globally, with appropriate innovations that advance quality of life.

• Mission

To support the development of Rwanda advancing knowledge, committed to the high standards of academic excellence , where students are prepared for lives of service, leadership and solutions.



Course Outline

- Section 1: Introduction to HRM in FST
- Section 2: Human Resource Planning
- Section 3: Recruitment and Selection
- Section 4: Training and Development
- Section 5: Performance Management & Motivation
- Section 6: Labor Relations and Legal Issues
- Section 7: Compensation and Benefits
- Section 8: Contemporary Issues in FST HRM

Learning Outcomes

- ▶ At the end of the component, you should be able to:
 - ✓ Understand the relevancy of HRM for students in FST
 - ✓ Identify and explain the basic concepts in human resource management particularly human resource development
 - ✓ Understand the human resource management process
 - ✓ Assess human resource needs
 - ✓ Design strategies to foster motivation of human resource
 - ✓ Show competency in the preparation of human resources development programs or projects by implementing the one you designed

References

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- ▶ Clark, B. R. (1983) The higher education system: Academic organization in cross-national perspective. California: University of California Press, pp. 110-125. 11.
- ▶ Coakes, J. (2006) The four Cs of teamwork [online]. Available at <http://ezinearticles.com/?The-Four-Cs-of-Teamwork&id=140536> [Accessed 2 February 2012].
- ▶ Cole, G. A. and Kelly, P. (2011) Management theory and practice (7th edition). Andover, Hants: Cengage Learning.
- ▶ Andres, Tomas D. Human Resource Training and Development. 1980. New Day Publishers. Quezon City.
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- ▶ Martinez, Esdias T. Human Resource Management. A modular Approach to Personnel Management. 1979. GIC Enterprises and Co., Inc. Metro Manila, Philippines
- ▶ Zuidema, Larry. Human Resource Management. 1988. PCARRD (ISNAR)

Assignment

- ▶ 22 agroprocessing companies (vision & mission)
- ▶ Career growth path way (5 years)
- ▶ Your own company_____

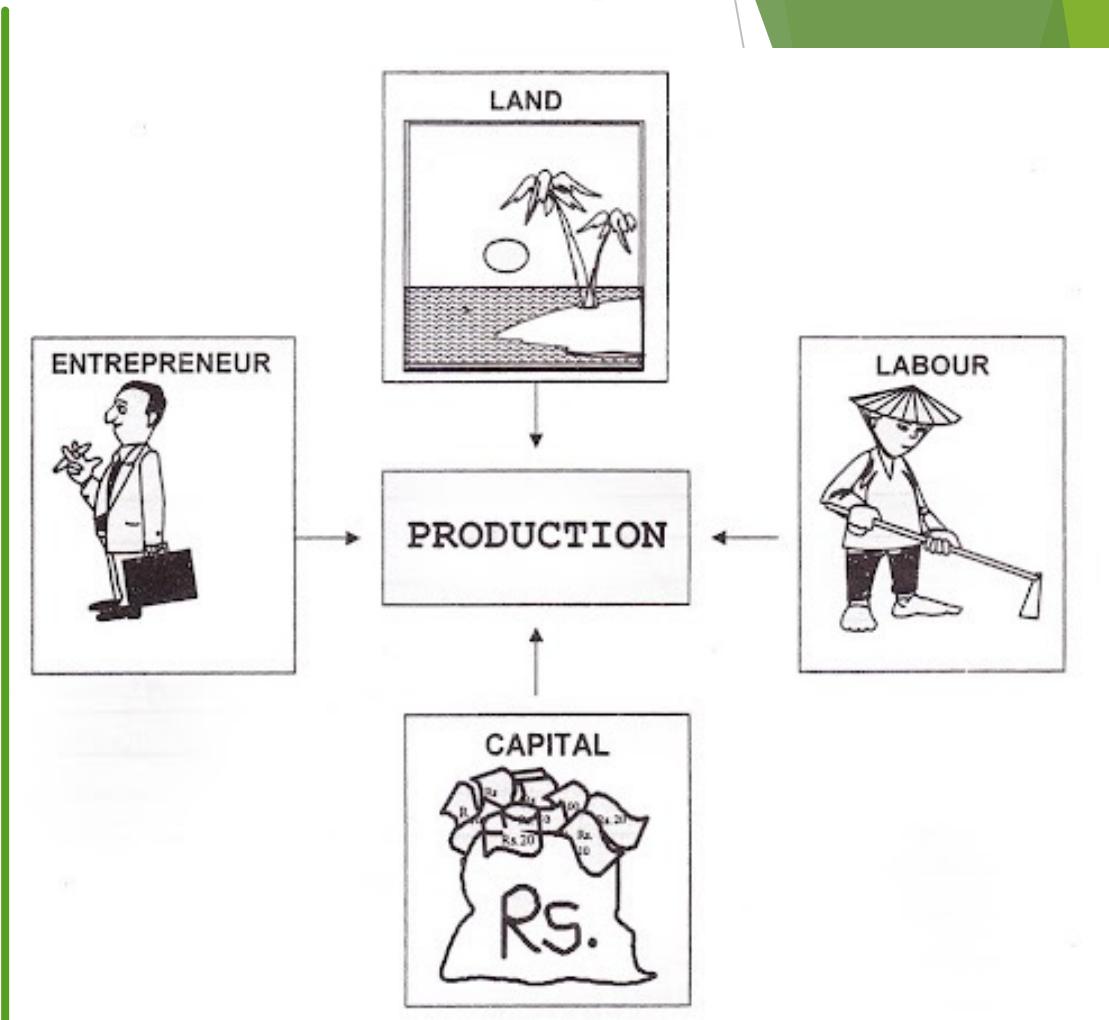
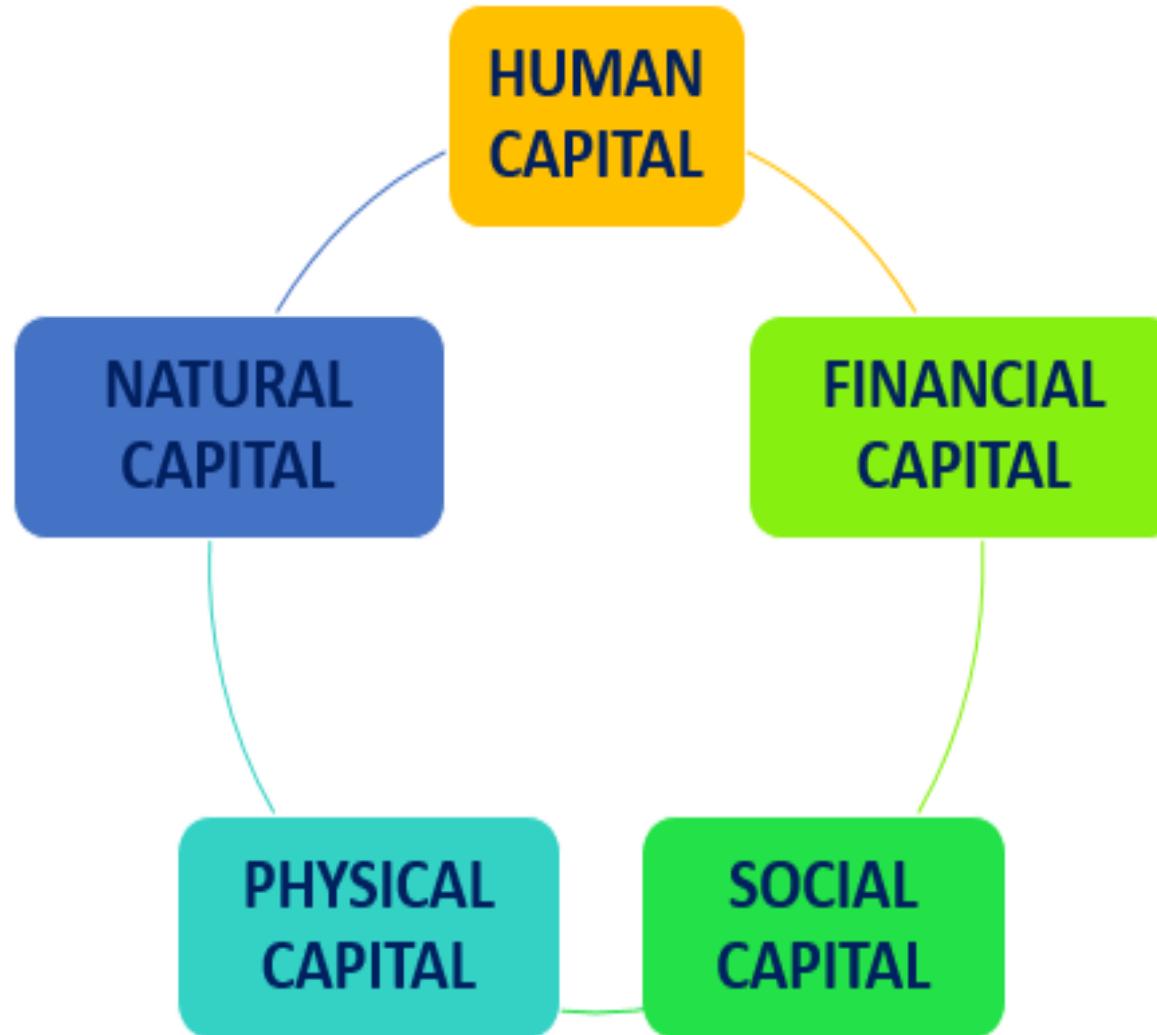
Manirere LTD with

vision and mission

UNIT 1: HUMAN RESOURCES MANAGEMENT. WHY?

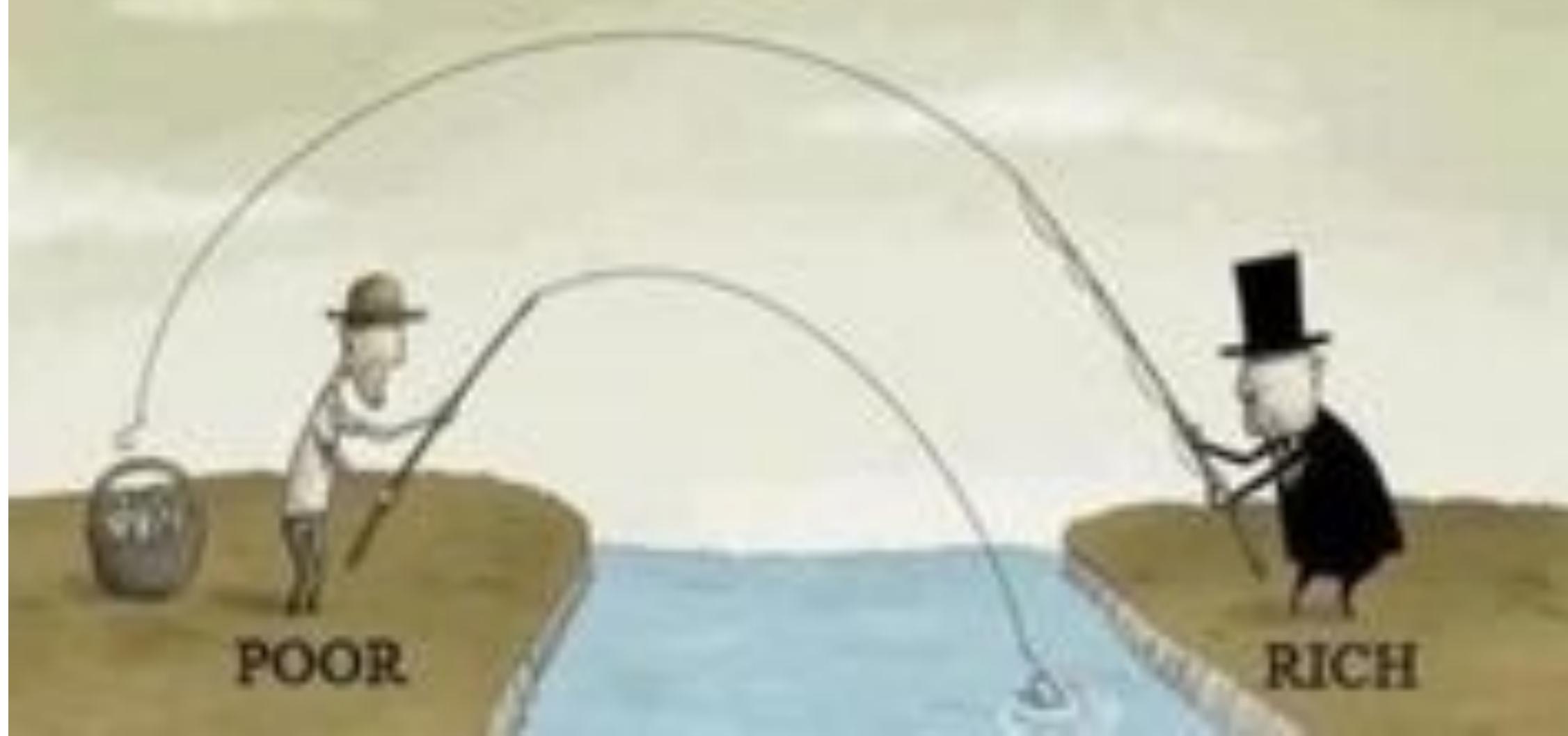


Human Resource: A **CAPITAL** in Food plant?



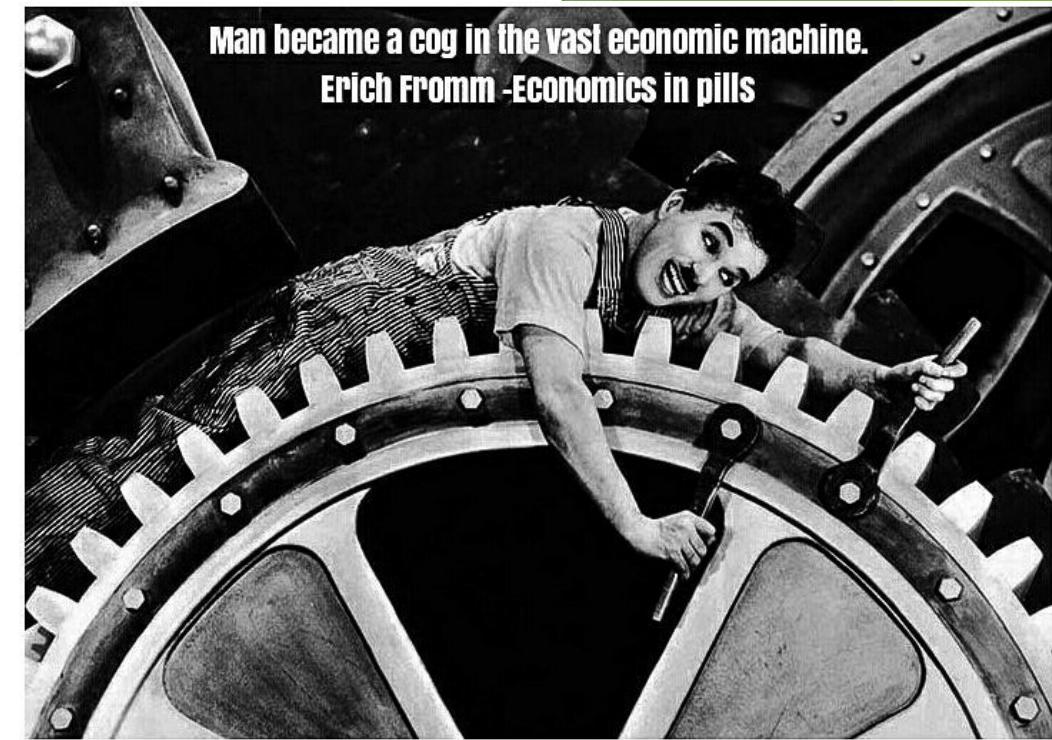
HUMAN is needed in all factors of production

Who works for who?

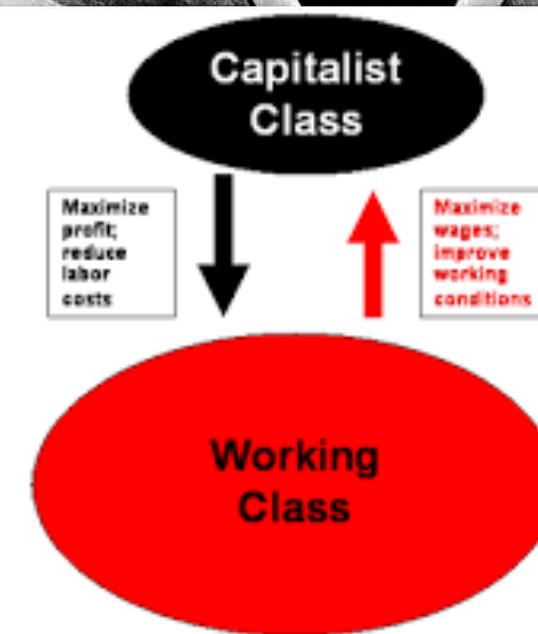


People & Machine

- ▶ Previously, it was the machine behind the men that counted. But today, it is the people behind the machine that counts. Organizations are crying for talent globally. There is a scarcity of right talent, and it is a great opportunity for the right talent to explore and grow globally.
- ▶ There is a limit to machines, but there is no limit to human potential. Elbert Hubbard rightly remarked, “**One machine can do the work of 50 ordinary men. No machine can do the work of one extraordinary man.**”



Man became a cog in the vast economic machine.
Erich Fromm -Economics in pills





Before HR,.....

**WORKERS OF THE WORLD
UNITE! ★
YOU HAVE NOTHING TO LOSE
BUT YOUR CHAINS!**



HRM for students in FST

- ▶ Personal interest as students: Future staff, agripreneurs, managers of Agro-processing companies.
- ▶ To help your agroprocessing / companies/ organization be productive and effective, with a team of reliable, engaged and Productive Board Members and STAFF. You will learn about the important parts of an effective human resources plan, read case studies from FST companies, and source some valuable tools which will help build a comprehensive human resources plan, manage risk and give your organization a competitive advantage (HRM , Ricardian perspective?).
- ▶ Skills to keep agroprocessing staff more motivated and committed

Why HRM Matters in Food Science

- ▶ • HRM supports effective management of people in food industries.
- ▶ • Ensures skilled staff in production, quality control, and R&D.
- ▶ • Enhances food safety, product innovation, and competitiveness.
- ▶ • Aligns workforce performance with organizational goals.



What is Human Resource Management?

The **OPTIMUM** utilization of people to attain the objective of an organization. The process of hiring and developing employees so that they become more valuable to the organization

- Human Resources (HR) management in industries refers to the process of overseeing and coordinating various activities related to the employees within an organization.
- It focuses on managing the people aspect of the company, which is often considered one of the most critical assets.
- In industrial settings, HR management ensures that the workforce is efficient, skilled, motivated, and compliant with labor laws, while also supporting the overall goals of the business.





Management is leadership in the organization

- ❖ The organization and coordination of the activities of a business in order to achieve defined objectives
- ❖ Effective coordination and use of available human and material resources to attain the objectives of the organization

4 HRM INDUSTRIAL PRODUCTION STYLES

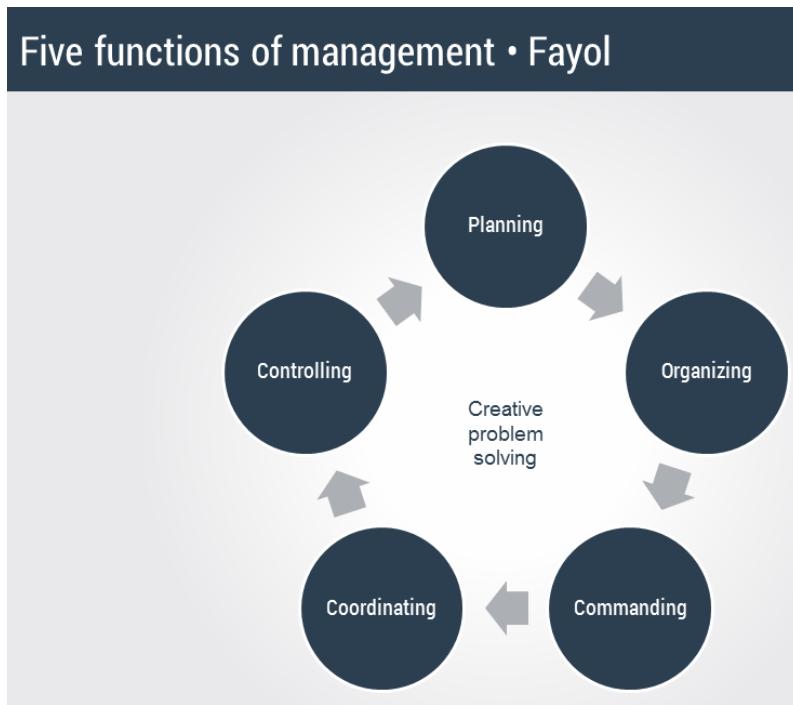
- ▶ FAYOLISM
- ▶ TAYLORMISM
- ▶ FORDISM
- ▶ TOYOTISM



FAYOLISM : Scientific HRM

Fayol's administrative management theory can be described as an approach to management and increasing productivity by emphasizing organizational structure and human behavior. Fayol's theory is grounded in the five functions that represent management:

- **planning,**
- **organizing,**
- **command,**
- **coordination, and**
- **control**



TAYLORISM : Scientific HRM



- ▶ Scientific management, also often known as Taylorism, is a management theory first advocated by **Frederick W. Taylor**. It uses scientific methods to analyze the most efficient production process in order to increase productivity
- ▶ Taylorism is the idea that science should be used to determine the most effective way for workers to perform tasks.
- ▶ Essentially, **Taylorism** breaks tasks down into tiny steps, and focuses on how each person can do his or her specific series of steps best

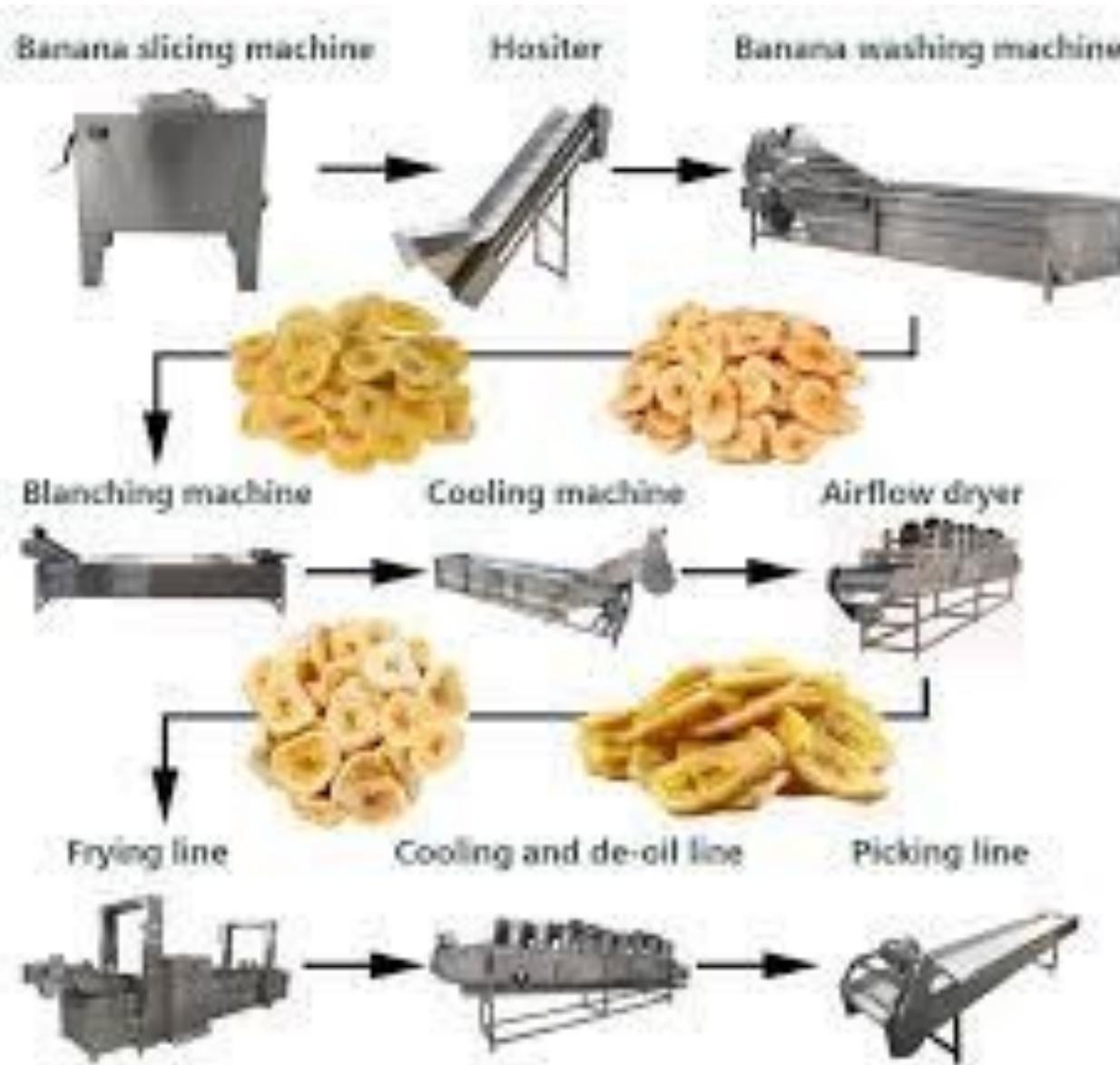
► Principles of Taylorism:

- ❖ (a) Each worker should be given the highest grade of work they are capable of.
- ❖ (b) Each worker should be demanded the work that a first-grade worker can do and thrive.
- ❖ (c) When each worker works at the pace of a first-grade worker, they should be paid 30% to 100% beyond the average of their class.
- ❖ (d) **A large daily task:** Each worker in the organization, should have a clearly defined task.
- ❖ (e) Standard Conditions: Each worker should be given standard conditions and appliances that will enable him to perform his tasks.
- ❖ (f) High pay for success: Each worker should be rewarded when he accomplishes their task.
- ❖ (g) Loss in case of failure: When a worker fails, he should know that he would share the loss.

► **Soldiering:** when paid the same amount, workers will tend to do the amount of work that the slowest among them does







Banana Peeling

Banana Slicing

Packaging

Blanching

Seasoning

Dewatering

Chips Deoiling

Chips Frying

FORDISM: Mass Consumption for HRM



- ▶ Henry Ford implemented a style of production characterized by principles of standardization, specialization, intensification, and rationalization. These principles are, in essence, what has come to define Fordism
- ▶ Fordism is "the eponymous manufacturing system designed to **produce standardized, low-cost goods and afford its workers decent enough wages to buy them.**
- ▶ A practical Application that is still being used today such as a factory assembly line for bottling of ketchup, mustard, and salsa.

MODERN INDUSTRIAL HRM: TOYOTISM

- **TOYOTISM**, invented in Japan by the industrial engineer Taiicho Ohno (1912-1990) after the Second World War, is an OST that proposes a reversal of production logic while keeping the same objectives as Taylorism, i.e. aiming at productivity gains. The status of workers changed radically: they were more responsible and versatile.

Toyotism aims to respect 5 conditions, called the **5 zeros**:

Zero delay: products are manufactured in just-in-time,

Zero stock: no overproduction is tolerated,

Zero paper: paper consumption is reduced to a minimum,

Zero defects : no product must be defective,

Zero breakdowns: no machine defects are tolerated.



Aspect	Fayolism	Taylorism	Fordism	Toyotism (Toyota Production System)
Production System	Focus on organizing all aspects of management for efficiency and effectiveness.	Focus on optimizing the efficiency of each task.	Mass production, assembly line, large-scale manufacturing.	Lean production, continuous flow, small batch production, JIT.
Labor Relations	Authority and discipline, employees follow orders from higher management.	Workers are seen as parts of a machine, efficiency-focused.	High wages to workers to stimulate consumption, but work can be monotonous.	Workers have more autonomy, empowered to halt production if quality issues arise.
Technology	Focused more on management principles than on technology.	Technological tools used to measure and optimize productivity.	Heavy use of machines, assembly lines, and specialized tools.	High investment in technology, especially for automation and continuous improvement.
Strengths	<ul style="list-style-type: none"> - Comprehensive management theory. - Focus on all areas of management. - Lacks focus on worker motivation. - Could be seen as rigid and overly hierarchical. 	<ul style="list-style-type: none"> - Maximizes efficiency. - Clear, systematic approach to tasks. 	<ul style="list-style-type: none"> - Highly efficient in mass production. - Low cost, high volume. 	<ul style="list-style-type: none"> - Focus on quality and waste reduction. - Empowered workforce, flexibility. - Can be challenging to implement. - Requires a cultural shift for success.
Weaknesses	<ul style="list-style-type: none"> - Developed 14 principles of management. - Broader view of managerial responsibilities. 	<ul style="list-style-type: none"> - Dehumanizes workers. - Can lead to monotony and alienation. 	<ul style="list-style-type: none"> - Can be monotonous for workers. - Focused on quantity over quality. 	<ul style="list-style-type: none"> - Introduced Lean manufacturing principles. - Focus on quality control and continuous improvement.
Key Contribution		<ul style="list-style-type: none"> - Introduced scientific methods for optimizing efficiency. - Focused on measuring and analyzing work. 	<ul style="list-style-type: none"> - Revolutionized mass production with the assembly line. - High wages for workers to drive consumption. 	

HUMAN AND THE MACHINE❖



Behind the production of every product or service is a human mind, effort and man hours.

- No product or service can be produced without help of human being. **HUMAN BEING** is the fundamental resource for making or constructing anything.



Day 2: Assignment

1. I.....Has (never) worked before but I completely don't understand why HRM is relevant to FST (I)
2. TWISUBIREHO maize processing cooperative employs 124 casual workers supervised by 2 FST. They process maize kennels into maize flour, using principles. Unfortunately, Mrs BARABYIRENGAGIJE, coop Manager told me that at least 89% of the casual staff complain about the management style. Therefore, as a scientist graduated from CAVM, I have to advise the two FST scientist because the complaints affect the productivity and eventually the profit of TWISUBIREHO. (G5)
3. Deprived of common sense, I do (don't tolerate) appreciate the following practices in HRM in UR CAVM - FST Laboratories. (G2)

UNIT 2: CONCEPT & NATURE OF HRM





Employees are the most important asset of the organization

- Success for most organizations depends on people with skills necessary to perform tasks required to attain the company's strategic goals/objectives

NATURE

HRM is an inevitable part of every organization

It is crucial to have an in-depth knowledge of HRM to realize organizational goals and simultaneously creating a happy and contented workforce.



- Human resources (HR) is a term that means a lot more than just hiring. It includes managing board members, volunteers, full and part-time staff, and contractors – and the policies and practices that relate to them.
- People are as essential to organizations as weather, prices and technology are to business profitability.
- Human resources affect the organization's governance and financial and strategic decisions at the board table.



□ **Pervasive Function:** HRM is practiced at all levels of management and applies to all kinds of organizations, even to non-profit organizations



□ **Result Oriented:** It aims at achieving organizational objectives through the optimum utilization of human resources

□ **Tactful Approach:** HRM deals with the people who are distinct from one another; thus the manager needs to apply different strategies at different point of time and in different situations



- ❑ **People-Centric:** Human resource management is concerned majorly with the employees working in an organization
- ❑ **Integrative Action:** It focusses on maintaining cordial relations among the employees at different levels and also addresses employee grievances
- ❑ **Continuous Process:** HRM is an ongoing process of procurement, development and redirection of personnel towards the organizational goals. It cannot be completed in a day, a week or a month

8 GOLDEN PRINCIPLES OF HUMAN RESOURCES MANAGEMENT

Principle #1: Recruitment to retirement

Principle #2: People (men&women) behind the machine count

Principle #3: Hire for attitude, recruit for skills

Principle #4: Appreciate attitude but respect

Principle #5: Hire slow, Fire fast

Principle #6: Shed complexity, apply simplicity.

Principle #7: HR leaders are king and queen makers

Principle #8: To serve is to lead and live



Day 2: Assignment

1. I In myvillage.....Cell..... Sector..... District, the majority of casual farmers use the hoe for land ploughing. I will introduce a ploughing machine but this won't violate the principle of "recruit to retirement" but will sustain the optimum use of HR without compromising the maximum productivity (I)
2. Knowledge of BAT is partially explained by HRM, expressed in **division of labor** and **relations** in the Rwandan context of smallholder farmers (G4).
3. The yield gap in legume production make skeptical the maximum yield set by RAB. As a graduate in AGB, I have decided to narrow the gap by growing..... Unfortunately, my fellow farmers declared " My salary is not commensurate with my labor force". (Choose an agribusiness product): Class
4. Assume that you are assigned the job of "supervising 12 junior agronomists". That's a relevant job but I will ensure that my HRM system is conducive to more female/male than male/female. (M/F)

UNIT 2: FUNCTIONS OF HRM



**Functions of
Human Resource
Management
(HRM)**

**Managerial
Functions**

Planning

Organizing

Directing

Controlling

**Operative
Functions**

Procurement

Development

Compensation

Integration

Maintenance

I. Managerial Functions: Human resource management is essential at all levels of an organisation. The top management is responsible for forming strategies and giving directions for the successful application of such plans. In the process, they perform the following functions:



- 1) Planning:** Aware of the vacant positions or workforce requirement of the organisation. Then, they need to formulate the strategies for meeting the requirements.
- 2) Organizing:** Establish a framework for the operative functions, bringing together the human resources and physical resources available with the organization.
- 3) Directing:** Once the framework is ready, the manager instructs and guides the team to work accordingly, to meet the organizational objective.
- 4) Controlling:** Predefine the standard for performance, and later analyses the results based on such criteria through performance appraisal and job analysis.



II. Operative Functions: The operative functions are those which are taken on the departmental level or middle level and mainly concerned about the execution of the plans and strategies formulated at the managerial level.

- To know more about the different operative functions, read below:

- 1. Procurement:** The acquisition of human resource is the primary function of a manager. Estimation of personnel requirement, recruitment, and selection of suitable candidates, placement and orientation.
- 2. Development:** To develop the required skills and talent within the employees, the managers have to use various training techniques.
- 3. Compensation:** Compensation in the form of remuneration, given to employees instead of their services to the organisation should be adequate and fair. Liable to get other benefits such as a bonus or incentives.
- 4. Integration:** Integration means making the new employees familiar with the organisation and to their task or process. It introduces them to the organisational environment and their colleagues.
- 5. Maintenance:** The most important of all is the retention of the employees which requires providing them with various benefits and facilities like PF, life insurance, accidental insurance, health insurance, pension, gratuity, allowances and taking other health and safety measures.

QUIZ

1. HR is inevitable in every organization and there is no such product/service without HR involvement. However, each Agronomist supervisor should avoid the point beyond the saturation because the saturation point partially violate the golden principle number 1 and 5.

UNIT 3: RECRUITMENT, SELECTION PROCESS



CV stands for ***Curriculum Vitae***, which is a detailed document outlining a person's education, work experience, skills, research, and other professional achievements. It is commonly used for academic, research, and job applications.

What CV is not?

- **A Resume** – While both showcase professional experiences, a resume is typically a one-page summary, whereas a CV is a comprehensive document detailing academic and professional achievements.
- **A Personal Biography** – A CV should be formal and focused on qualifications, not a life story or personal narrative.
- **A Creative Portfolio** – Unless applying for a design or artistic role, a CV should be structured and professional rather than visually creative.
- **A Cover Letter** – A CV lists achievements, while a cover letter explains how those achievements make you the right candidate for a job.
- **A Job Application Form** – A CV presents qualifications and experiences, but it does not replace the specific forms required for job applications.
- **A List of Job Descriptions** – A CV should highlight accomplishments, not just duties or responsibilities.
- **A Static Document** – A CV should be regularly updated and tailored to fit different opportunities.

What CV is?

1. **A Professional Summary** – It provides a clear overview of your qualifications, skills, and experience.
2. **A Record of Achievements** – It includes details about your education, work experience, research, publications, projects, awards, and professional affiliations.
3. **A Formal Document** – It follows a structured format, often including sections such as personal information, work experience, education, skills, and references.
4. **A Comprehensive Career Document** – Unlike a resume, which is brief, a CV is detailed and may be several pages long.
5. **A Tool for Career Advancement** – It is used for applying to jobs, research grants, scholarships, academic positions, and consultancy work.
6. **An Evolving Document** – It should be updated regularly as you gain new skills, experiences, and accomplishments.

What not to put in a CV?

Irrelevant Personal Information

- Age, gender, marital status, religion, nationality (unless required for specific applications).
- Social Security Number or National ID (for security reasons).

Unprofessional Email Address

- Use a formal email (e.g., **manirerejd@gmail.com** instead **Photo (Unless Required)**)
- Many employers prefer CVs without photos to avoid bias in hiring decisions.

Lengthy Paragraphs & Unnecessary Details

- Keep descriptions concise and focus on key achievements.

Exaggerations or False Information

- Avoid inflating qualifications, experiences, or skills—this can be easily verified.

Salary Expectations or Previous Salary

1. Compensation discussions should be handled separately, not in the CV.

Jargon, Slang, or Informal Language

1. Use professional and clear language to describe roles and achievements.

Hobbies (Unless Relevant to the Job)

1. Include hobbies only if they add value to your professional profile.

References List (Unless Specifically Asked)

1. Simply mention "References available upon request."

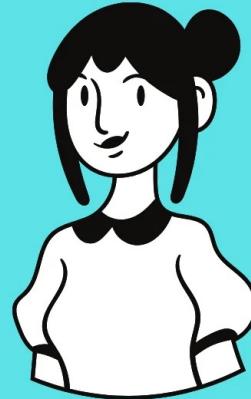
Too Many Design Elements or Fancy Fonts

- Keep formatting simple, professional, and easy to read.

What NOT to include on a CV



- Photographs
- Date of Birth
- Gender
- Marital status
- Full address
- Negative comments
- Unprofessional email
- Salary Details
- Too much text (2 pages max)
- Company jargon words



5 THINGS NOT TO INCLUDE ON YOUR CV



1

PHOTO

"Should I put a photo on my CV?" In the United Kingdom, the answer is a clear no (due to potential discrimination concerns).



2

"I," "ME," OR "WE"

Your CV should be written entirely in the third person. Do not use any of the following words:

- I, me, my, mine
- We, us, our, ours



3

FANCY FORMATTING

Keep it classy. CVs that include bold colors, multiple columns, creative fonts and symbols that allow you to rate your skills on a 1-5 scale generally aren't taken very seriously by recruiters.



4

OBJECTIVE

When you submit your CV for a given position, your objective is to land an interview for that role, right? We'll assume so. Including an objective on your CV does not add any value, and recruiters no longer expect to see them.



5

REFERENCES

You do not need to include references on your CV or say that "references are available upon request."



What a CV is NOT

What a CV Actually Is

A **resume** (short summary)

A **detailed** document covering full academic and professional history

A **personal biography**

A **formal record** of qualifications and achievements

A **creative portfolio**

A **structured** presentation of skills and experience

A **cover letter**

A **standalone** document separate from a cover letter

A **job application form**

A **supporting document** for job applications

A **list of job descriptions**

A **highlight of accomplishments**, not just duties

A **static document**

A **living document** that should be updated regularly

CV, , example

- Ref: My CV
- Infographics

FOOD SYSTEMS TRANSFORMATION THROUGH SCHOOL FEEDING PROGRAM BY PROMOTING MICRONUTRIENTS RICH CROPS CONSUMPTION IN RWANDA.



Dr. Jean D'Amour MANIRERE,

University of Rwanda

College of Agriculture, Animal Sciences and Veterinary Medicine (CAVM)

School of Agriculture and Food Sciences

Principal Investigator (PI), UR

Jean D'Amour Manirere holds a PhD degree in Agricultural Economics applied (CLSU) majoring in farming systems (Michigan State University) and agricultural economics with a focus on sustainable agriculture, socioeconomic community development. He is a lecturer and researcher in the department of rural development and agricultural economics. Prior to lecturing, he has worked as Research fellow at The International Center of Tropical Agriculture (CIAT) appointed as the first Country Crop Manager of HarvestPlus, a challenge Programme of CIAT/CGIAR to coordinate the dissemination of biofortified beans seeds across Rwanda, DRC, Uganda, Zambia, Nigeria and Burundi. His varied experience in academia is enriched by his extensive work in project management both NGOs & INGO and in research as a researcher fellow and consultant. His research interest is mostly food systems, agricultural economics, rural community development and poverty related issues. Jean D'Amour has over 12 years of working experience across Rwanda and other countries of assignments including Togo, Nigeria, Côte D'Ivoire, Niger, The Philippines, Madagascar, UK, Austria, USA and Germany. He has worked with CIAT, IFPRI, USAID and FAO. He has hands on experience in socioeconomic analysis using SPSS, STATA, R and STAR. He is a Lecturer at the University of Rwanda (UR CAVM) and currently serving as the Rwanda Program Manager for EWB University of Colorado Boulder (USA). In philanthropy, he is a development analyst at Energy Radio; charter member of Rotary Club Musanze, Technical advisor of Rotary Foundation cadres (Chicago/USA) and founder of Développement Rural Durable (DRD) linking farmers to AgriSciences. In community outreach, he has championed the creation of HingAMAFA RANGA club whereby 74 students in the school of agriculture and food sciences are empowered with agricultural extension and monetized farming skills. He is a co-author of seven books including "Muntu Wuzuye"; "Imvugo-MbonezaBuhinzi"; "Umuhinzi usa n'isambu ye"; "Imbonezamubano: Bah-Ubeho neza!"; "Je suis désolé" and "When Life is Life".



HANNAH PANIZARES

Environmental
Science Researcher

SUMMARY

Supporting our ecosystem and reversing the effects of climate change are the reasons I get up in the morning. International cooperation is necessary, but I believe it begins with uncovering new findings and developing exciting technologies through dedication and innovation.

QUALIFICATIONS

Strong academic performance in environmental biology and natural sciences.

Experienced with professional lab settings, experimenting and reporting.

High grasp of biochemistry, ecosystem structures, and energy conservation methods.

CLUBS & ASSOCIATIONS

Dragon Rowing Club
Rower
2021-2022

Writing Help Center
Writing Guide
2022-2023



8001 Tilda Lane, Monseil, NY

1-905-509-5900

afournier@uwaterloo.com

EDUCATION

UNIVERSITY OF WATERLOO

2020-2024

Bachelor of Sciences, Environmental Sciences Specialist

CO-OP PLACEMENT EXPERIENCE

Lyfe Science Co-op

2022 Lab Technician

- Carried out everyday tasks as part of ongoing research study
- Reported findings, contributed hypothesis and helped co-author a professional findings report

Geology Point

2023 Field Technician

- Tested water samples around the world
- Drew conclusions based on highly-controlled experimentation
- Presented findings at a Water Stewardship Conference

SKILLS & EXPERTISE

Report Findings



Lab Research



Lab Testing



Presentation



Analysis

Test Proposals



Chemistry



Experimentation

RECRUITMENT PROCESS

- ▶ Process of searching for **prospective employees** and stimulating, encouraging them to apply for jobs in the organization.

Steps in Recruitment:

- ✓ Identifying the different sources of labor supply.
- ✓ Assessing the validity of different sources.
- ✓ Choosing the most

Sources of recruitment

- Internal source (**Transfer / Promotion**).
- External source (from outside the enterprise).

Merits of Internal recruitment:

- Motivates the employee to improve their performance.
- Reduces the labor turn-over.
- Sense of security Increases the employee morale.
- Better employee-

External recruitment:

Recruitment or factory gate Casual callers. Advertisement Unsolicited applicants. Employment exchange Labor contractors Educational institutions

Merits of external recruitment:

Wide choice. Brings new ideas.

Demerits of external recruitment:

Demoralization. Lack of co-operation. Danger of mal-adjustment

Demerits of internal recruitment:

Reduces the scope for fresh talents. Hampers the spirit of competition. Overall productivity of the enterprise reduces on account of frequent transfers of employees.

2. SELECTION

► The process of choosing the best person for a particular job. The process of offering jobs to one or more candidates from among those who have applied for the jobs in the

- **Steps in Selection:**

1. Receipt of application
2. Scrutiny of applications
3. Preliminary interview
4. Selection test
5. Checking References

After selection, a candidate should be placed on a suitable job with rank and responsibilities attached to it. This process is called **Placement**.

3. ORIENTATION/INDUCTION

- The process of choosing the best person for a particular job. The process of offering jobs to one or more candidates from among those who have applied for the jobs in the

- **Purpose of orientation:**

1. Removes fear.
2. Creates a good impression: a. Adjust and adapt. b. Get along with people. c. Get off to a good start.
3. Acts as a valuable source of information

- **Steps in orientation:**

1. Introduction
2. Socialization
3. Follow up

A question after interview

- ▶ What are the focus/metrics of the top 10 performing employee?
- ▶ Tell me more about the team?
- ▶ Is there any further information, I do have to read?

WHAT YOU HAVE TO DO AFTER THE INTERVIEW



EVALUATE

Immediately after your interview reflect on what went well and what didn't. Make notes on what you need to work on and what you can address in your follow up.

CONTACT

Time to contact your references and discuss the position and what they can expect from the potential employer. Make sure they are well prepared.

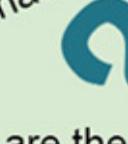
FOLLOW UP

Send a follow up letter thanking the interviewer, restating your enthusiasm for the job opportunity and addressing any issues you noted down after the interview.

CARRY ON

Keep on with your job search. A good interview is no guarantee of a job offer. Be encouraged by its success and use it to motivate you to attack your job search with renewed energy.

6 Smart Questions to Ask the Interviewer

- What skills does the ideal candidate for this position have? 
- How is performance measured in this job? 
- Can you describe a typical day for this position? 
- What are the immediate challenges a recruit faces in this job? 
- What do you like most about working for this company? 
- What are the company's biggest challenges currently? 

HOW TO FOLLOW UP AFTER A JOB INTERVIEW



Mention anything you forgot to say during the interview



the balance



Send an email or thank-you card to everyone who interviewed you.



...And send it within 24 hours



Address and correct any mistakes you made



Remind the interviewer why you're qualified

UNIT 4: NEW EMPLOYEE ORIENTATION & TRAINING



What is new employee orientation and training?

- ▶ New employee orientation is the way new employees learn the knowledge, skills, and behaviors to become effective and productive workers.
- ▶ Employees who start off on the **right foot** tend to be happier, more productive, and stay with your organization longer.
- ▶ Your new employee orientation and training process should cover all aspects of job responsibilities, people, policies, and procedures to ease employees into the job and make them feel comfortable and confident.
- ▶ It should also help new employees to:
 - know the purpose of the job and what to do
 - understand the processes involved and what you expect of them
 - know where to go for assistance
 - know how to do the job safely and correctly
- ▶ Don't assume that the new employee knows everything you know about the job, the organization, process and culture.
- ▶ It also creates a faster employee ROI (return on investment), also known as **return on individual**. The time you put in now to orient and train your employee will be returned in how quickly the employee can become a productive worker.



Return on Individuals (ROI in HR)

- Return on Individual (ROI/HR) is a calculation that shows how a staff has performed over a certain period. It expresses gain or loss in percentage terms.
- The formula for calculating ROI is simple:
$$(\text{Current Value} - \text{Beginning Value}) / \text{Beginning Value} = \text{ROI}$$

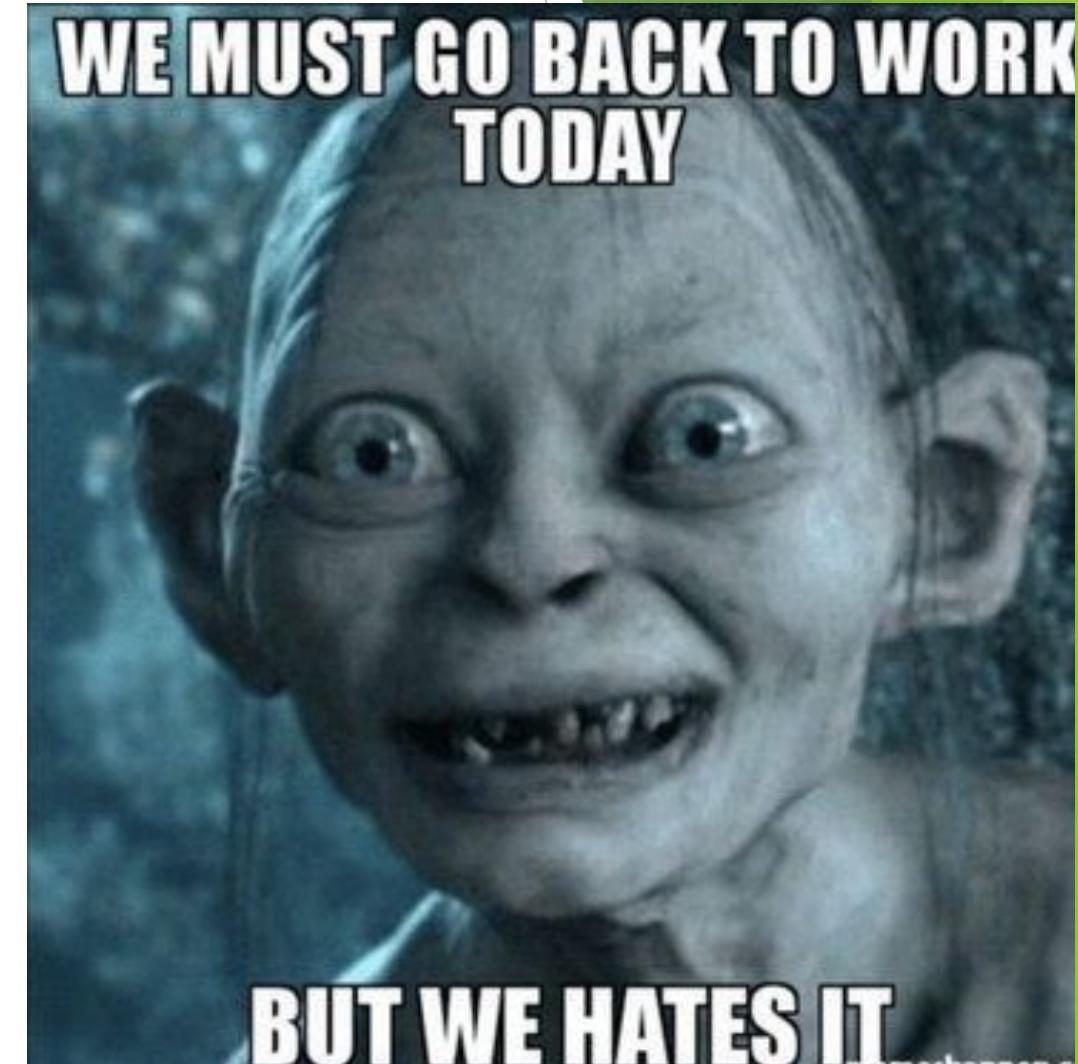
Number of HR Staff	Salary in 2020	Production in 2021
Staff (2)	100,000	1,000,000
Production (1 staff)	50,000	500,000
Gross ROIs	$1000000-100000/100000=9$	
ROI (1 staff)	$500000-50000/50000=9$	

$$\text{ROI} = \frac{\text{Net investment gain}}{\text{Cost of investment}} \times 100$$

$$\text{ROI} = \frac{(\text{Revenue} - \text{Investment})}{\text{Investment}} \times 100$$

Feeling of a new employee (First day!)

- ▶ New employees will probably have a desire to succeed and be anxious about working in a new environment. A strong new employee orientation and training program will show them they've made the right decision to work for your organization.
- ▶ Remember - new employees can form opinions about their employer early, so it's important their immediate experiences be positive. Many new employees are reluctant to ask too many questions for fear of looking stupid.
- ▶ New employee orientation and training helps you address questions and uncertainties they may be afraid to ask, like:



Questions	Your orientation responsibility	Outcome
Will I like working in this organization?	Set a warm and welcoming tone, and spend time with the new employee on the first day.	You'll boost the new employee's confidence and belief that he or she made the right decision to work for you.
What exactly will I be doing and what is expected from me?	Show work procedures and equipment, discuss safety protocols, review the job description and clarify the new employee's areas of focus.	You'll show a confirmed commitment to the new employee's well-being, your organization, and clear job and performance expectations.
Who else works in the organization, and how do I fit in?	Introduce the new employee to staff, and review your organizational chart to explain the relationships among staff and board members.	You'll help produce a motivated new employee, who understands where he or she fits in and who has a sense of connection.
Who is my real boss and who do I take instruction from?	Confirm the new employee's immediate supervisor and discuss job priorities with the supervisor present.	The new employee has clarity about the job, supervisor, and job priorities.
What are my work hours and when and where can I take lunch breaks?	Explain work schedules, including hours, overtime, lunch and coffee breaks and time off.	The new employee has clarity about work hours and time off.

New Employee Orientation Checklist

Before the new hire's first day on the job, make sure you:

Inform the new hire: when and where to arrive what to wear
 where to park who to ask for upon arrival

Inform your staff/family that: a new employee is starting

Ensure the new employee's: work area, materials and equipment are ready (if applicable)
 computer and phone are ready (if applicable)

General organization introduction

Upon the new hire's arrival, give a warm welcome, an explanation of how the day will unfold, and take a few moments to explain the organization's:

- culture (organization background)
- values
- vision and mission (what you believe, how you operate and an explanation of your goals)
- employee manual (policies and procedures), which includes a review of:
 - work or shift hours
 - overtime
 - grooming and dress code
 - vacation time
 - sick leave and absences
 - breaks
 - smoking policy
 - discipline procedure
 - harassment
 - safety policies and procedures
 - training procedures
- the new hire's job, including:
 - job description, key duties and expectations (ensure new employees sign a copy of their job description to ensure they confirm that they understand your expectations)
 - the performance evaluation process and form



UNIT 5: UNDERSTANDING JOB CONTRACT



Elements to check in a contract

Element	Content
PARTIES	Contracting parties should be legally mature and not minors. Very specific people clearly mentioning the “employee” and “employer”.
CONSENT	Mutual agreement. Free will. No force
OBJECT & TERM	Specific term (start and end/ open ended). Clear contract objectives
JOB DESCRIPTION	Expected deliverables
EMPLOYEE RIGHTS	Does and don'ts
EMPLOYER RESPONSIBILITIES	Requirements to the employer
COMPENSATION	Salary and other benefits (SS insurance, health...).
APPENDICES DOC	Documents embedded in the contract (HR policy, financial procedure, safety policy, health policy,...)
LEGAL INFORCEMENT	Law governing the contract
VACATION/HOLIDAYS	Leave days and vacations
ARBITRATION CLAUSES	How to leave the job (employee) or terminate the contract . Notice period
SIGNATURE & AGREEMENT	Acceptance of contracting terms

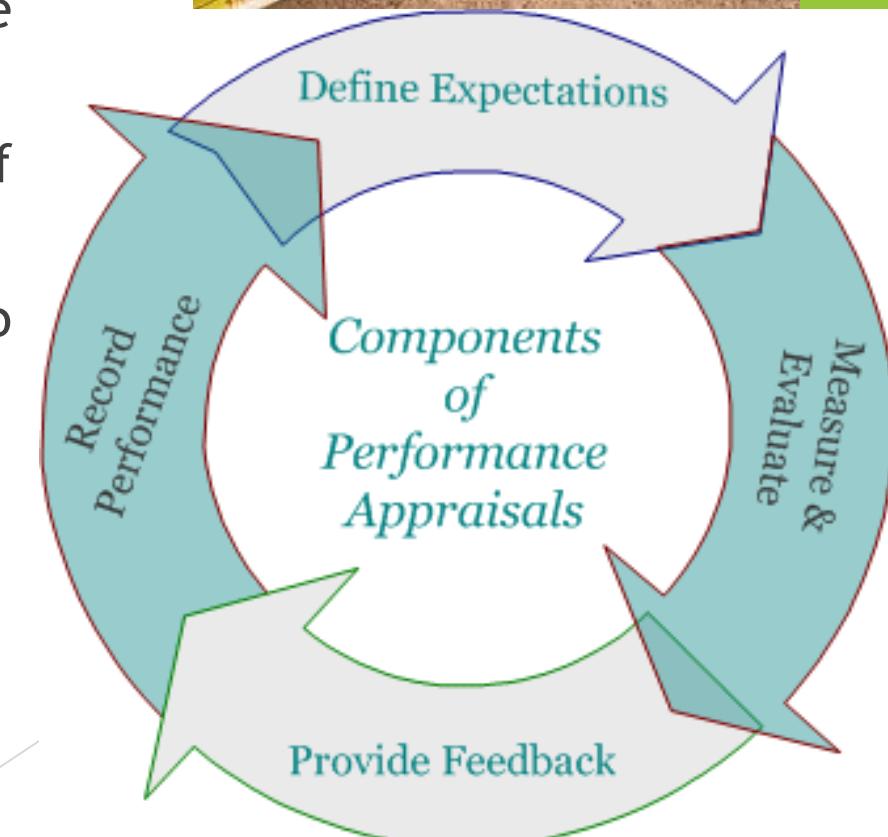
UNIT 6: PERFORMANCE APPRAISAL



PERFORMANCE EVALUATION

Everyone loves appreciation, and everyone loves to be appreciated

- ▶ Performance Evaluation is a mechanism to provide feedback and documentation about an employee's performance through a defined time period, and can provide clear communication of job expectations and goals.
- ▶ Performance Evaluations also can serve as a constructive tool that assists mentoring employees on areas of employee development and improvement.
- ▶ **The objectives of the performance evaluation process for Staff Performance Evaluations are to:**
 - Provide employees with feedback to improve or maintain job performance
 - Identify areas for employee development
 - Set performance standards and goals for the next review period
 - Recognize job-related accomplishments
 - Enhance communication and working relationships

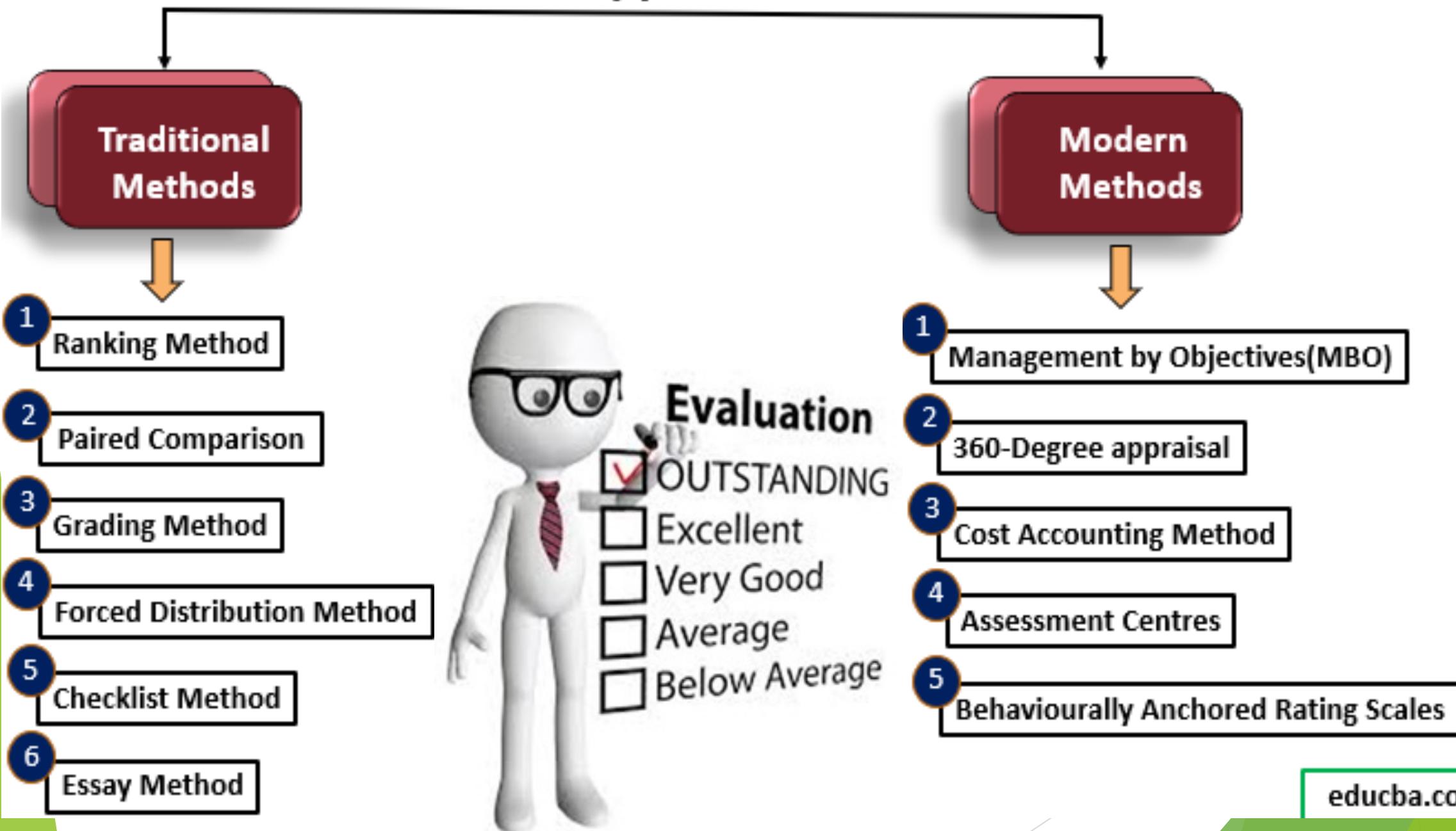


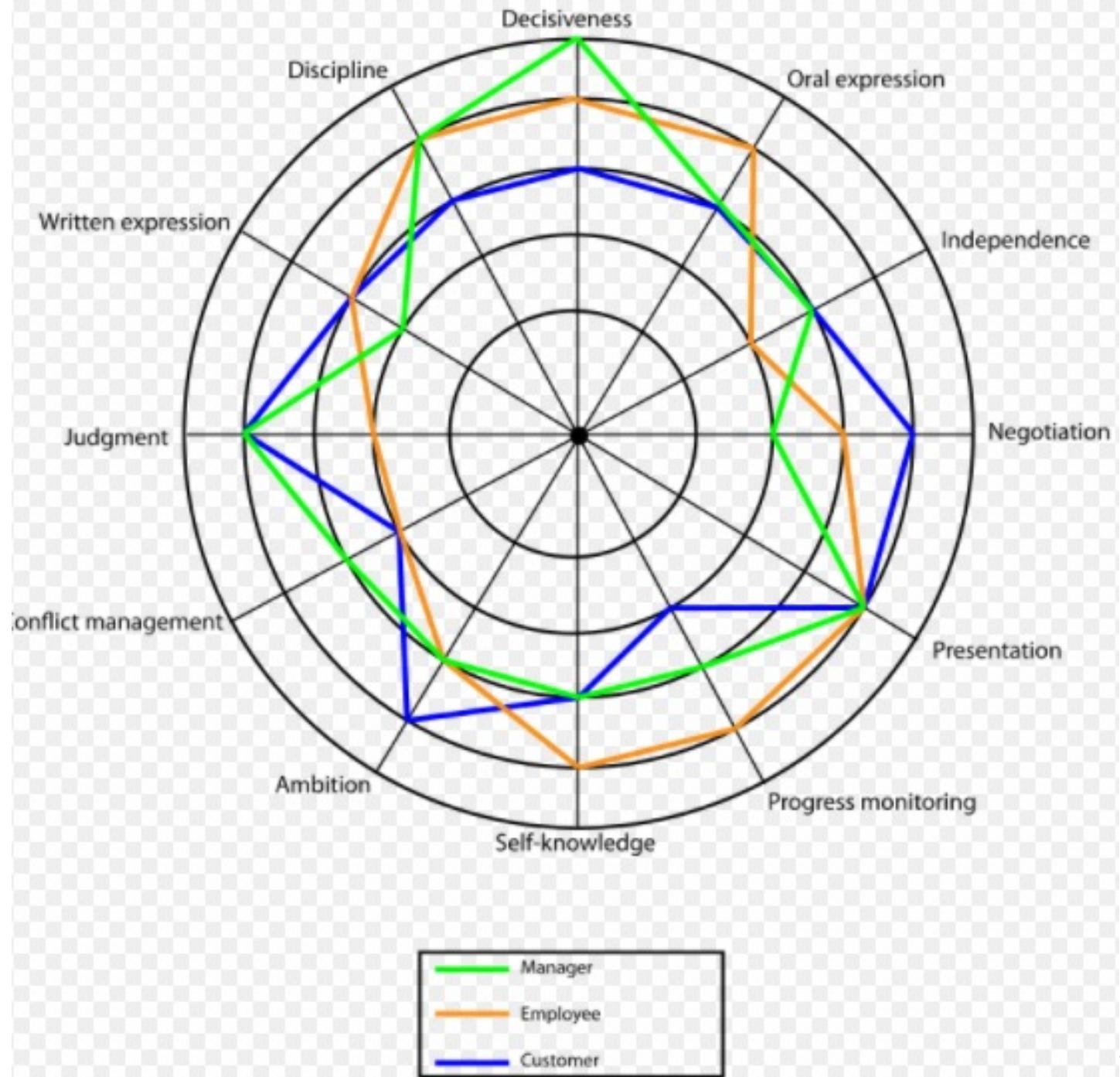
Types of performance evaluation

- ▶ **1) Annual Evaluations:** The Annual evaluation covers the calendar year (January 1 through December 31) and is the evaluation period used for all staff who are not serving on a probationary period.
- ▶ **2) Probationary Evaluations:** A probationary evaluation covers the probationary period when an employee begins a new position. The probationary period is typically 6 months long, but can be extended by Human Resource Management (HRM). Probationary evaluations are due prior to the employee's probationary end date.
- ▶ **3) Special Evaluations:** A Special Evaluation covers a defined period of time as established by the supervisor in conjunction with HRM. An employee can be placed on a special evaluation at any time. An employee who is placed on a special evaluation will be notified of the duration and due date at the time a Special Evaluation period begins.



Performance Appraisal Methods





- ▶ A best performance appraisal method : 360 degree.
- ▶ Feedback regarding employee's behavior from a variety of points of view:
 - ✓ **SUBORDINATE**
 - ✓ **LATERAL**
 - ✓ **SUPERVISORY**

Benefits of performance appraisal



UNIT 7: EMPLOYEE WELFARE



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Employee welfare

- The term “welfare” suggests many ideas, meanings and connotations, such as the state of :
 - ✓ well being,
 - ✓ health,
 - ✓ happiness,
 - ✓ prosperity and
 - ✓ the development of human resources.



- Welfare is called a relative concept for it is related to time and space, therefore differ from country to country, place to place and organization.

4 folded Structure of welfare:

- ❖ PHYSICAL
- ❖ MENTAL
- ❖ MORAL
- ❖ EMOTIONAL

Principles of employee Welfare

1. Satisfaction of Real Needs

2. Cost Benefit Analysis

3. Participation

4. Welfare financing

5. Welfare permission for criticism

6. Welfare is for welfare

7. Impartiality

Employee Welfare Activities

- (I) Medical Facilities
- (II) Canteen Facilities
- (III)Housing Facilities
- (IV)Transport Facilities
- (V) Sports and Recreational Facilities
- (VI)Advances and Easy Loan Facilities
- (VII)Death / Funeral Facilities
- (VIII)Thrift Facilities
- (IX)Education Facilities
- (X)Legal Aids
- (XI)Other Facilities

Employee welfare in Rwanda

- ▶ Rwanda Social Security Board (RSSB) was established by the law No.45/2010 of 14/12/2010 that determines its mission, organization and functioning. This institution was established after the merger of Social Security Fund of Rwanda (SSFR) with Rwanda Medical Insurance (RAMA). The above Law was modified and completed by the law No 04/2015 of 11/03/2015 and gave RSSB the responsibility to manage CommunityBased Health Insurance (CBHI). The mandate of the institution is to administer social security in the country.
- ▶ All salaried workers, both nationals and foreigners, working in Rwanda are required to contribute to the scheme. The employer is required to contribute 5% of the employee's gross salary to the scheme, while the employee's contribution is 3%.
- ▶ The employer is mandated to deduct social security contributions from employees every month. However, the employer is required to remit total contributions on a quarterly basis, during the month following the end of the quarter. The mandate of collecting social security contribution is with the Rwanda Revenue Authority (RRA).



Calculate the welfare payment

PERMANENT EMPLOYEES

Brackets for Tax Computation

Taxable Income	Rate (%)	Cumulative Tax
Frw	%	Frw
0-30,000	0%	-
30,001-100,000	20%	14 000
Above 100,000	30%	-

No.	Names	Basic Salary	Taxable pay			SSFR	PAYE/TPR	Deductions/ Recoveries			Total deductions	Net Pay
				3%	5%			Loan advance	Deductions	Recoveries		
		a	b=a	c=(b*3%)	d=(b*5%)	e	f	g	h	i=(c+e+f+g+h+i)	j=(b-i)	
1	AAA	1 500 000	1 500 000	45 000	75 000	434 000					479 000	1 021 000
2	BBB	888 000	888 000	26 640	44 400	250 400					277 040	610 960
3	CCC	600 000	600 000	18 000	30 000	164 000					182 000	418 000
4	DDD	165 000	165 000	4 950	8 250	33 500					38 450	126 550
5	EEE	130 000	130 000	3 900	6 500	23 000					26 900	103 100
6	FFF	60 000	60 000	1 800	3 000	6 000					7 800	52 200
	Total	3 343 000	3 343 000	100 290	167 150	910 900					1 011 190	2 331 810

Calculate the welfare payment

RRA PAYE brackets

- 0 – 60,000 ... 0%
- 60,001 – 100,000 ... 10%
- 100,001 – 200,000 ... 20%
- Above 200,000 ... 30%

No	Name	Basic Salary (FRW)	Taxable Pay	RSSB Employee 6%	RSSB Employer 6%	PAYE (RRA 2025)	Loan Advance	Deductions	Recoveries	Total Deductions	Net Pay
1	AAA	1,500,000	1,500,000	90,000	90,000	414,000	0	0	0	504,000	996,000
2	BBB	888,000	888,000	53,280	53,280	230,400	0	0	0	283,680	604,320
3	CCC	600,000	600,000	36,000	36,000	144,000	0	0	0	180,000	420,000
4	DDD	165,000	165,000	9,900	9,900	17,000	0	0	0	26,900	138,100
5	EEE	130,000	130,000	7,800	7,800	10,000	0	0	0	17,800	112,200
6	FFF	60,000	60,000	3,600	3,600	0					

UNIT 8: CONFLICT MANAGEMENT IN HR



Understanding conflict at work

- ▶ Conflict happens in all organizations over real and tangible issues, or when people have different values or priorities.
- ▶ When you don't deal directly with conflict, it can lead to resentments and antagonisms that can build up over time and flare up destructively.
- ▶ Until it's confronted, and the issues explored and resolved, it's a barrier that will negatively affect your staff - and your organization.
- ▶ The longer you wait to take action, the greater the negative impact on your organization and the more difficult it is to change.



Sources of conflict in the workplace

1

Values conflict

Incompatibility in core beliefs such as religion, ethics, or politics.

2

Power conflict

Competition in the level of influence each party wishes to attain or maintain in the relationship or decision making process.

3

Economic conflict

Competition in attaining monetary or human resources.

4

Interpersonal conflict

Incompatibility in needs, goals, or approaches to communication or work styles.

5

Organizational conflict

Inequalities in the organizational structure and how employees report to each other.

6

Environmental conflict

External pressures such as recession that impact the daily work structure.



How do you manage conflict between employees?

- ▶ 1. Speak with the employees involved in the situation individually to hear each person's side; then, speak with them again together.
- ▶ 2. Describe the issues objectively. Use facts and examples to describe what they were doing and why it isn't acceptable. Your role isn't to be a judge, but to resolve the conflict so that it doesn't impact the organization.
- ▶ 3. Give the employees the big picture. Describe what you want to see from them and why - and how their conflict has been affecting the organization. The main performance is lack of c
- ▶ 4. Ask the employees they can resolve the conflict. take responsibility to clarify to employees how they forward.

- Emotion and anger can be an indication of people's needs or fears.
- Truly listen. Let the other person talk by listening to the words, tone and body language of the other person.
- Reduce arguing by not reacting defensively.
- Choose "what" over "why" type of questions to remove personal blame.
- Remove the word "but."
- Avoidance and aggressiveness seldom lead to effective conflict resolution.
- Be open to hiring an outside mediator if required.

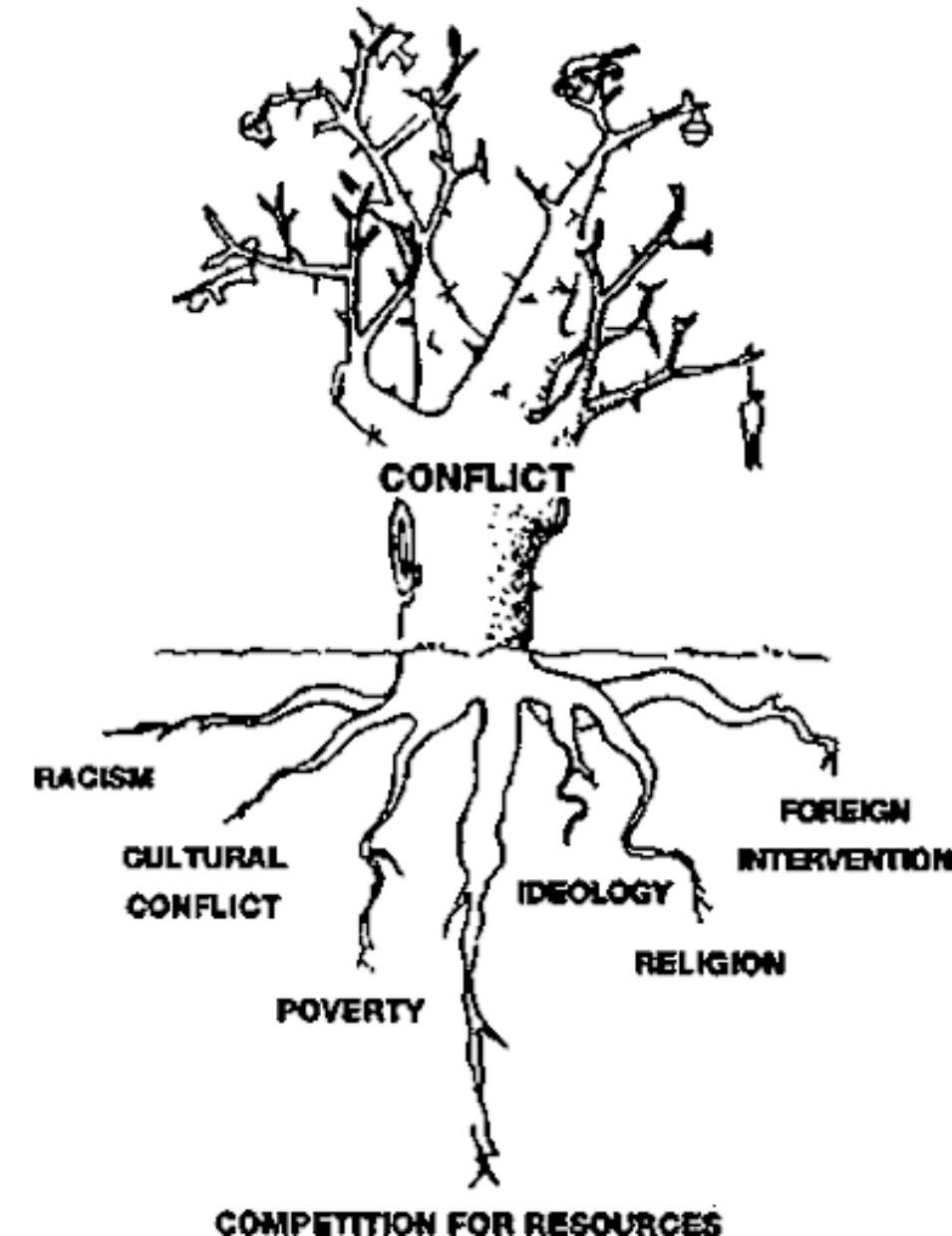
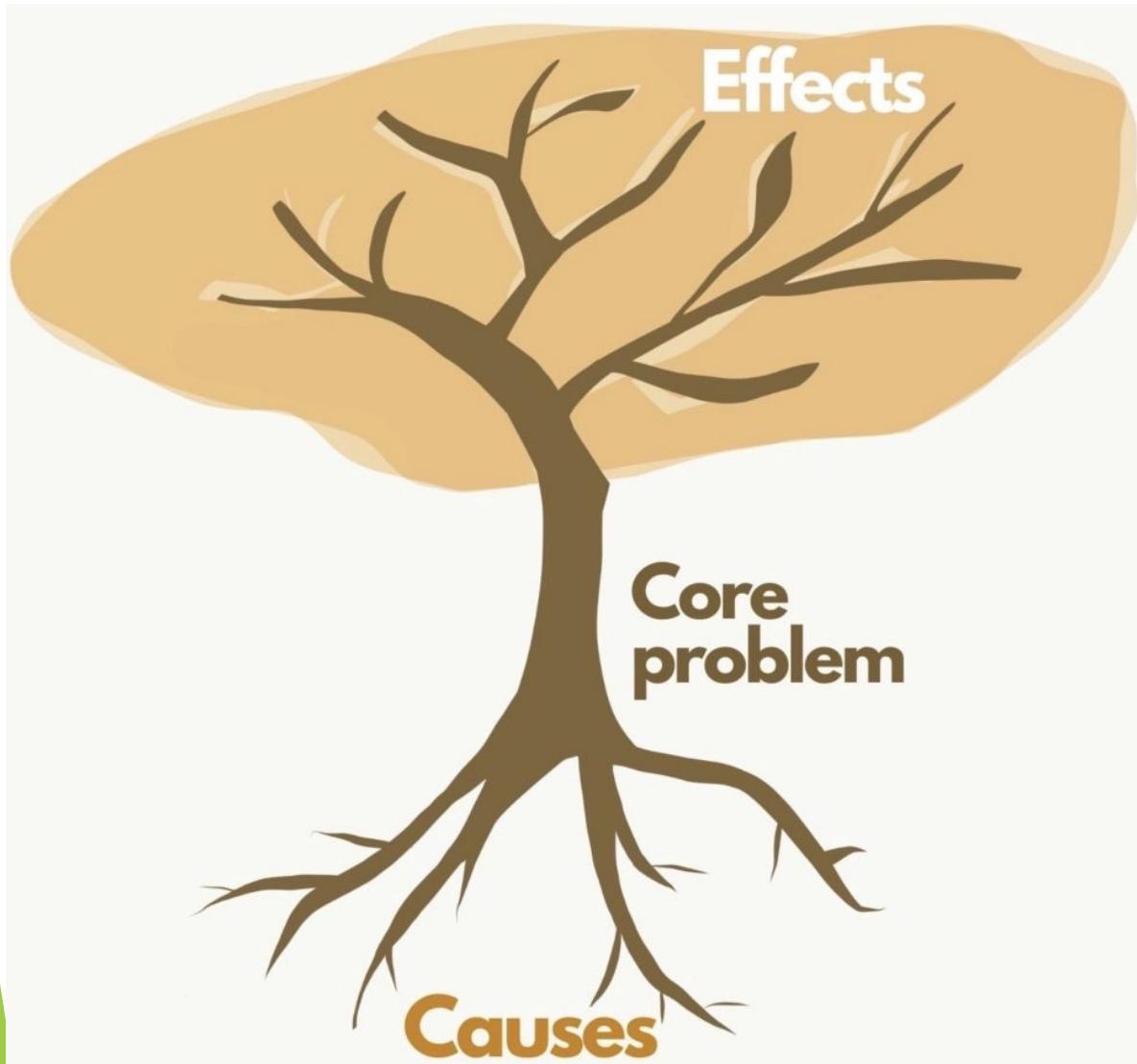


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Steps in conflict resolution

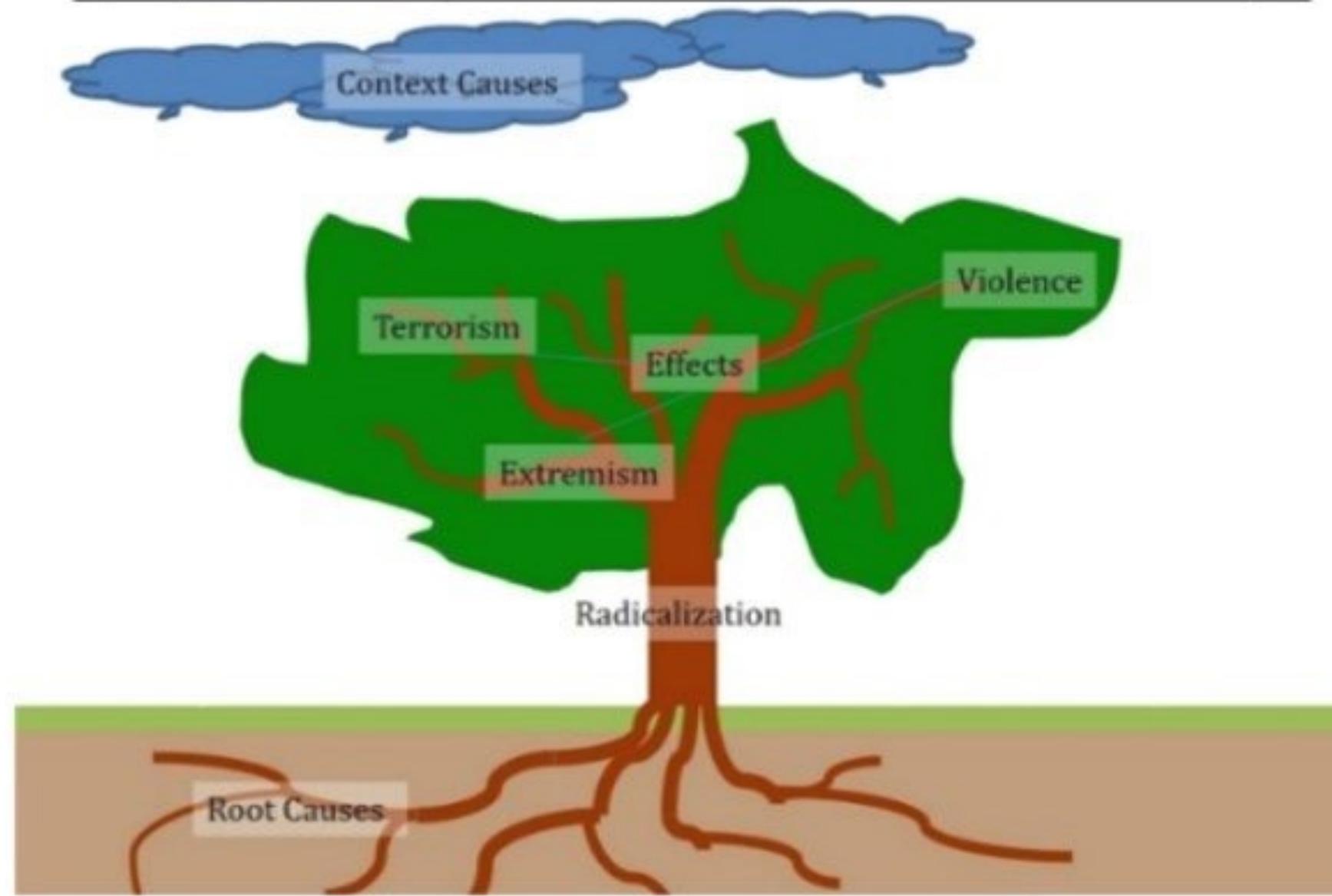


Conflict assessment tree



Conflict Tree

Adapted from Working with Conflict (RTC) (Fisher et al., 2000)



The Stages to Resolution



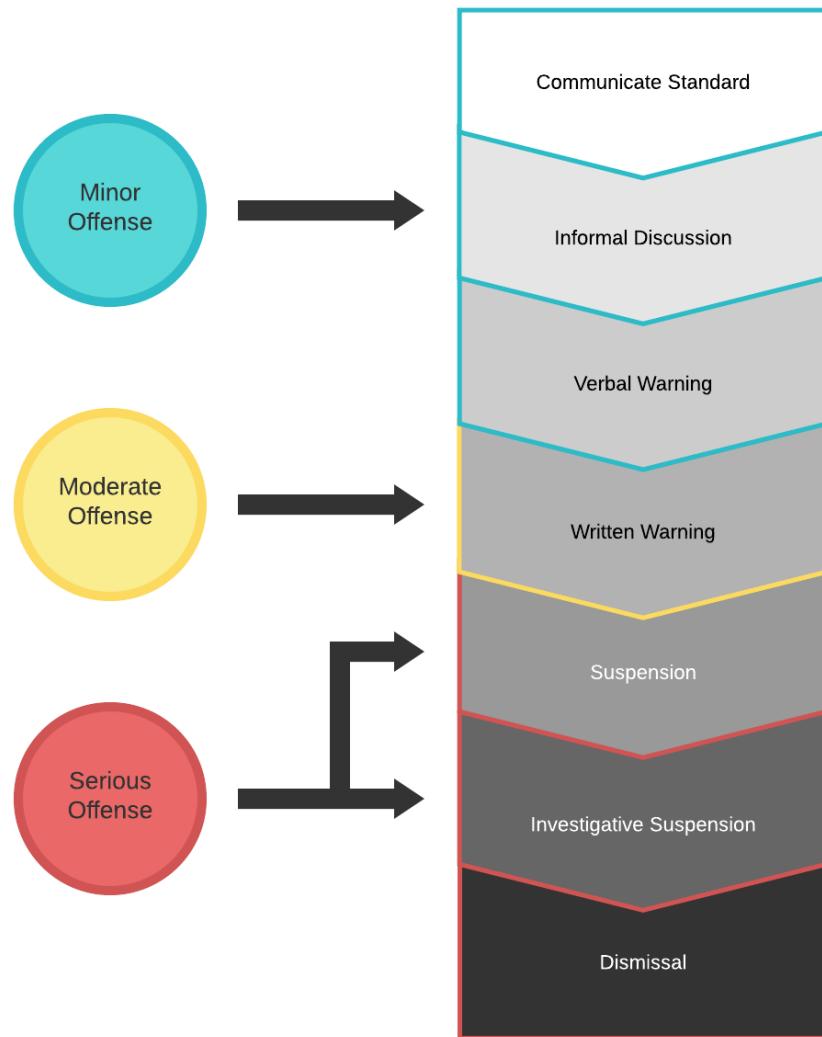
Checklist of conflict resolution

To resolve this conflict, I've determined:

- who is involved in the conflict
- why this particular conflict is occurring (ex: difference of opinion, power struggle issues)
- a policy in the employee handbook that addresses this conflict (if applicable)
- whether I want to intervene in the conflict or let the employees work things out on their own (This is very important. Analyze this carefully - sometimes it may be better to let employees work things out on their own, especially if you think there's a good chance they can.)
- the consequences of intervening and not intervening
- whether I need to consult with an outside party for advice (ex: another Executive Director or the Board Chair whose judgment you trust, an outside conflict management contractor)
- an appropriate conflict resolution that takes into account the dignity and rights of the individuals

Handling Discipline and Sanctions

DISCIPLINARY PROCESS



- ▶ Unfair workload: One of your employees (Michelle) resents another employee (Joe). Michelle feels Joe is not doing his share of the work around the office. Solution: Remember that it's not unusual for a person to overvalue his or her contributions, undervalue others' contributions, and have the perception that he or she is "doing more than everyone else."
- ▶ Had Ed accused Roger of being late without asking questions, he would have missed an opportunity to show consideration for his employee, and felt foolish when he found out the truth about why Roger was late. Now, let's assume that a few weeks later, Roger has come in late a few times for an unrelated incident. Any one of them on its own would have been a good excuse, but when put together within such a short period of time, Roger's tardiness has begun to disturb the organization's operations. In talking to Roger, it's clear that there has not been a major issue involved here and that the problem has worsened. Today, Roger arrived late again.

UNIT 9: THEORY OF MOTIVATION IN HRM





ENJOY YOUR LIFE.

**HAPPY LAST
DAY OF WORK**



Why to motivate employees?

The motivation comes from the latin "movere" to mean "a boost or a power mover". This motivation is given to humans, especially to his subordinates or followers. As for the work is a number of physical and mental activity to grind job. Related to this, then the definition of motivation is the question how to encourage working passion, so they want to work hard by giving all the ability and skills to realize the objectives of the organization.

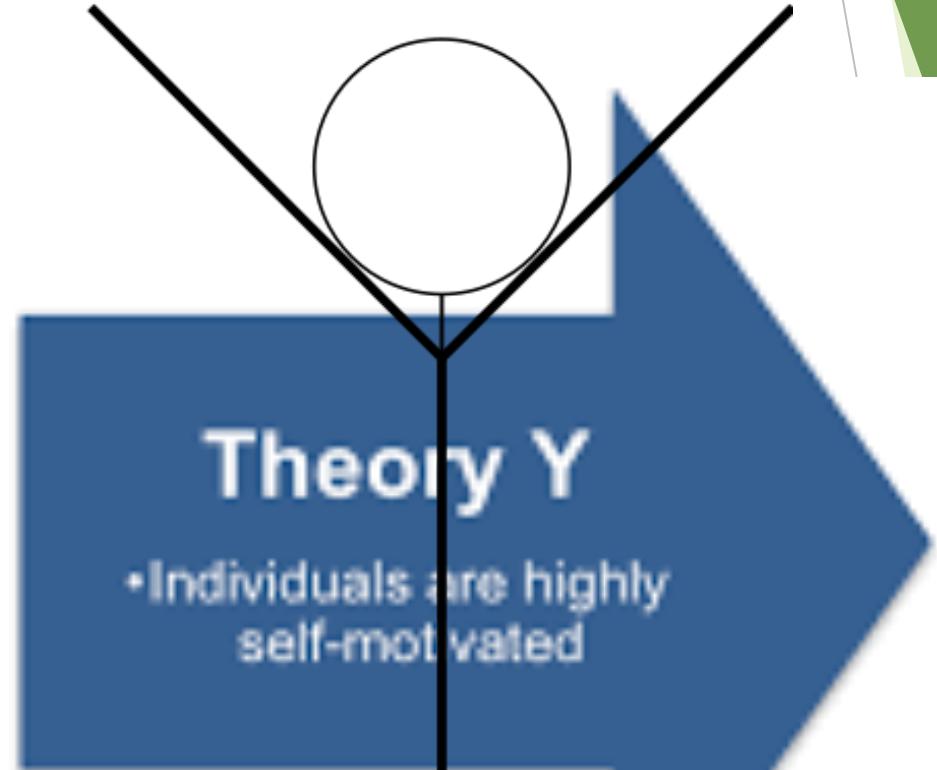
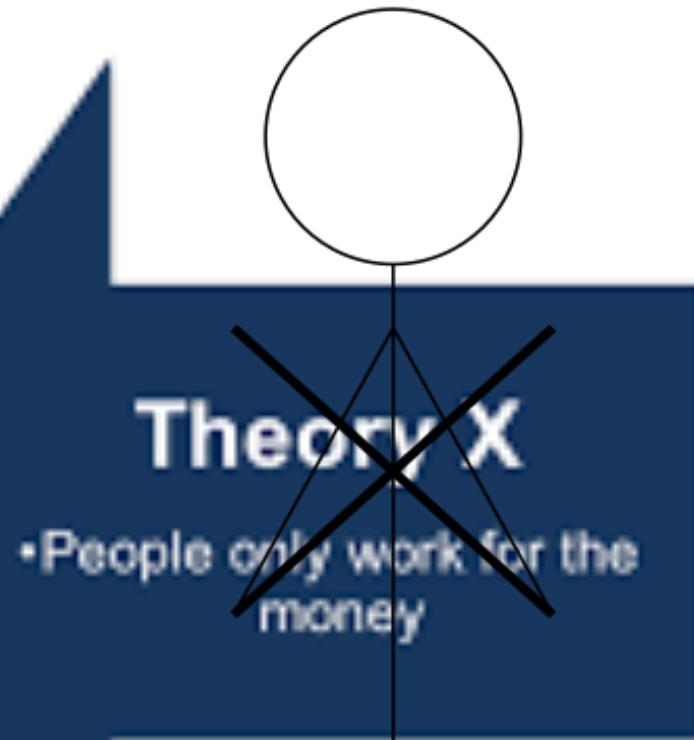
- ▶ Motivation is the process that initiates, guides, and maintains our goal-oriented behaviours and causes us to act.
- ▶ The key to successful motivation is to know your employees well enough to reward them by giving them what they really want (it could be time off, paid training, verbal praise, a store coupon/certificate (ex: gas, groceries), asking them for their opinion, or a raise).
- ▶ Work motivation originates within all individuals.
- ▶ Two theories of work motivation: 1. Theory of X and Y (Mc Gregory) and 2. Theory of Hierarchy of Needs (Abraham Maslow)



Pillars of motivation at workplace



Theory of X and Y in motivating employees



Ethics of Crop Scientist/FST/AGB

- ▶ INTEGRITY
- ▶ RESPECT
- ▶ DIVERSITY AND INCLUSION
- ▶ COLLABORATIONS AND PARTNERSHIPS
- ▶ CULTURAL AND GENDER SENSITIVITY
- ▶ ACCOUNTABILITY AND TRANSPARENCY:
- ▶ FARMER CENTEREDNESS
- ▶ INNOVATIVENESS, KNOWLEDGE AND SKILLS FOR ENHANCEMENT OF HUMAN WELFARE
- ▶ PROFESSIONAL RESPONSIBILITY AND SUSTAINABILITY OF AGRICULTURAL EXTENSION AND ADVISORY SERVICES

Case study

1. Current human resources management policies on Nyirangarama swine farms were evaluated in terms of attracting, keeping, and motivating labor. A survey of swine farm employers and employees indicated that swine farm employees had lower wages, fewer benefits, and worked longer hours than their nonagricultural counterparts. Female employees were paid less than male employees even though there was no difference in other employment or educational characteristics. Employers indicated difficulty attracting employees, but their employee turnover rate was lower than in nonagricultural industries. No relationships were found between employer/farm characteristics and motivation proxies. Nyirangarama will end up by demotivating or motivating its employs. As a UR CAVM graduate, let me advise him.

2. Assuming that you are the Senior Agronomist Officer of Gako Modern Farms in Kayonza. One of your duties is to assess the need of the Department of Agriculture. Therefore, you should get or gather data or information in order to plan a training or development project that will help junior staff to attain the objectives of the Department especially in achieving maize sufficiency and farm productivity.
3. A Mayor of IFUMBIRE District has a big issue of undisciplined staff working in agricultural directorate. You meet him at the closure of Rwanda agri-hub exhibition and asks you to suggest at least 10 disciplinary conducts that should be stipulated in the code of ethics to ensure agricultural staff have high moral probity.

Problems on farm labor

- ▶ Labor use in agriculture is being affected by two major trends. The first is a change in the composition of agricultural labor. The amount of labor in agriculture is decreasing, but as farms become fewer in number and larger in size, the likelihood of a farm employing full-time, permanent labor increases.
- ▶ The second trend is an increasing shortage of skilled agricultural labor willing and able to work on farms at current wage levels. There have been few studies on the labor market at the farm level.
- ▶ Labor availability is a prime constraint to agricultural production.

CHALLENGES OF FARM & INDUSTRIAL LABOR FORCE

- ▶ **1. Economic Challenges**
- **Low Wages:**
Farm laborers often receive minimal compensation, reflecting the low-profit margins in agriculture. This leads to difficulty in attracting and retaining skilled workers.
- **Seasonal Work:**
Agriculture's dependency on seasonal cycles creates periods of unemployment for workers, leading to financial instability.
- **Mechanization and Labor Displacement:**
Advances in technology and farm mechanization reduce the demand for manual labor, leading to job loss and underemployment in rural areas.

► 2. Social Issues

- **Exploitation:**

Many farm workers face exploitative conditions, including long hours, lack of contracts, and unsafe environments.

- **Lack of Social Protections:**

Farm laborers often lack access to healthcare, pensions, or unemployment benefits, leaving them vulnerable to poverty.

- **Child Labor:**

In some regions, children are involved in farm work, disrupting their education and development.

► 3. Workforce Shortages

- **Aging Workforce:**

The farming population is aging, and younger generations are less inclined to pursue careers in agriculture due to better opportunities in other sectors.

- **Migration Trends:**

In many regions, urban migration reduces the availability of farm labor, creating gaps during peak agricultural seasons.

► 4. Gender Disparities

- **Unequal Pay:**

Women in farm labor often receive lower wages than their male counterparts.

- **Limited Access to Resources:**

Female farmworkers frequently face barriers to land ownership, credit, and training, reducing their productivity and opportunities.

► 5. Health and Safety Concerns

- **Exposure to Hazardous Conditions:**

Farm laborers are often exposed to chemicals, extreme weather, and unsafe machinery, leading to injuries and health issues.

- **Lack of Training:**

Insufficient training on equipment use and safety protocols increases the risk of accidents.

► 6. Legal and Policy Gaps

- **Weak Enforcement of Labor Laws:**

In many countries, farmworkers are not adequately protected by labor laws, leaving them vulnerable to exploitation.

- **Immigration Policies:**

In regions relying on migrant labor, restrictive immigration policies can exacerbate workforce shortages.

► 7. Impacts on Productivity and Sustainability

- **Labor Shortages and Yield Reduction:**

A lack of reliable labor can lead to delays in planting or harvesting, reducing yields and increasing waste.

- **Reliance on Informal Labor Markets:**

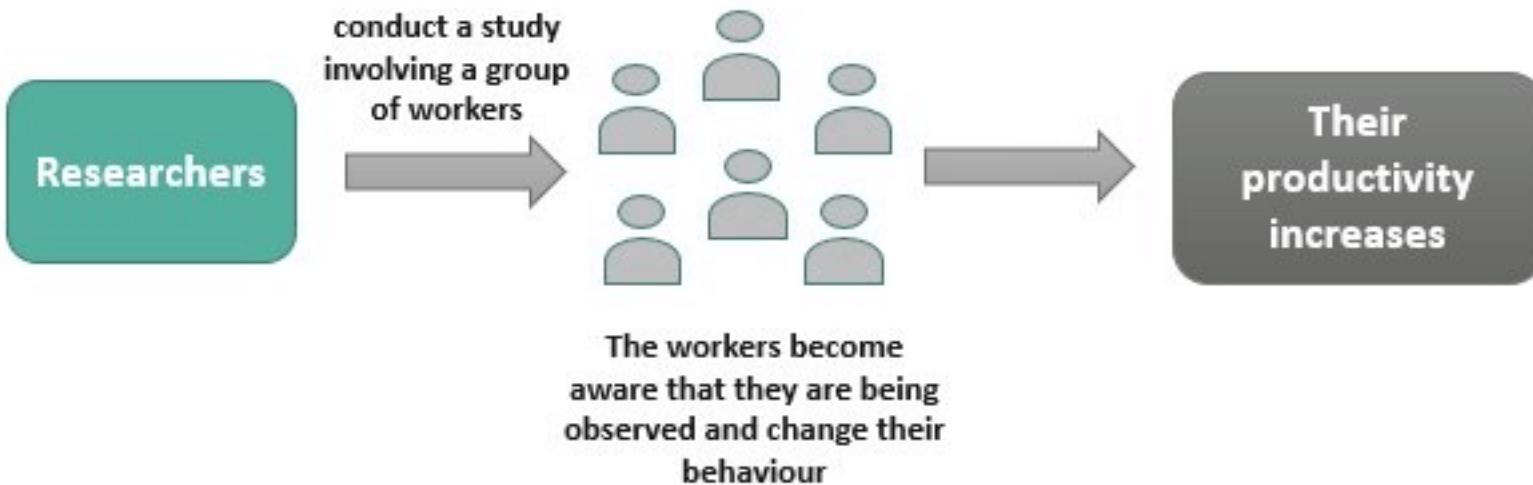
Informal hiring practices create inefficiencies and can lead to legal or ethical violations.

Power of supervision in Agricultural HRM

► **Hawthorne effect**

- The concept “**Hawthorne effect**” or “observer effect” was described by social scientists in 1920’. It originates from an experimentation conducted by Elton Mayo at the Hawthorne plant (its name) of the Western Electric Company. Generally, Hawthorne effect simply means that an individual will change or adapt his behavior if he is aware that he is observed (awareness of being observed). Though observation effects might be considered as a definite problem they constitute also an opportunity to frame behavior change.
- Despite its popular application in management theories, the concept appears not to be enough exploited in the context of Agriculture Extension because there also we have farmers (who are serving as observed) and other actors (observers: extensionists, researchers, authorities).
 - At general, they adopt improved farming practices when they are observed and have limited adoption when they are not observed. This has an implication on sustainability.

Hawthorne Effect

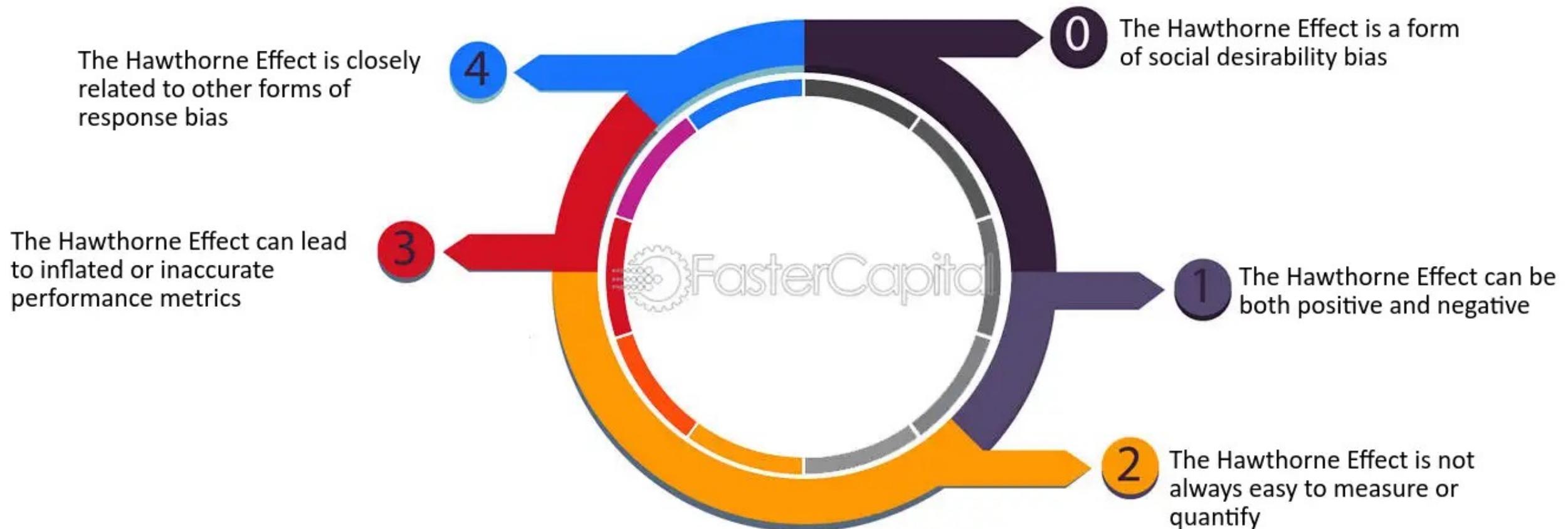


Hawthorne Effect

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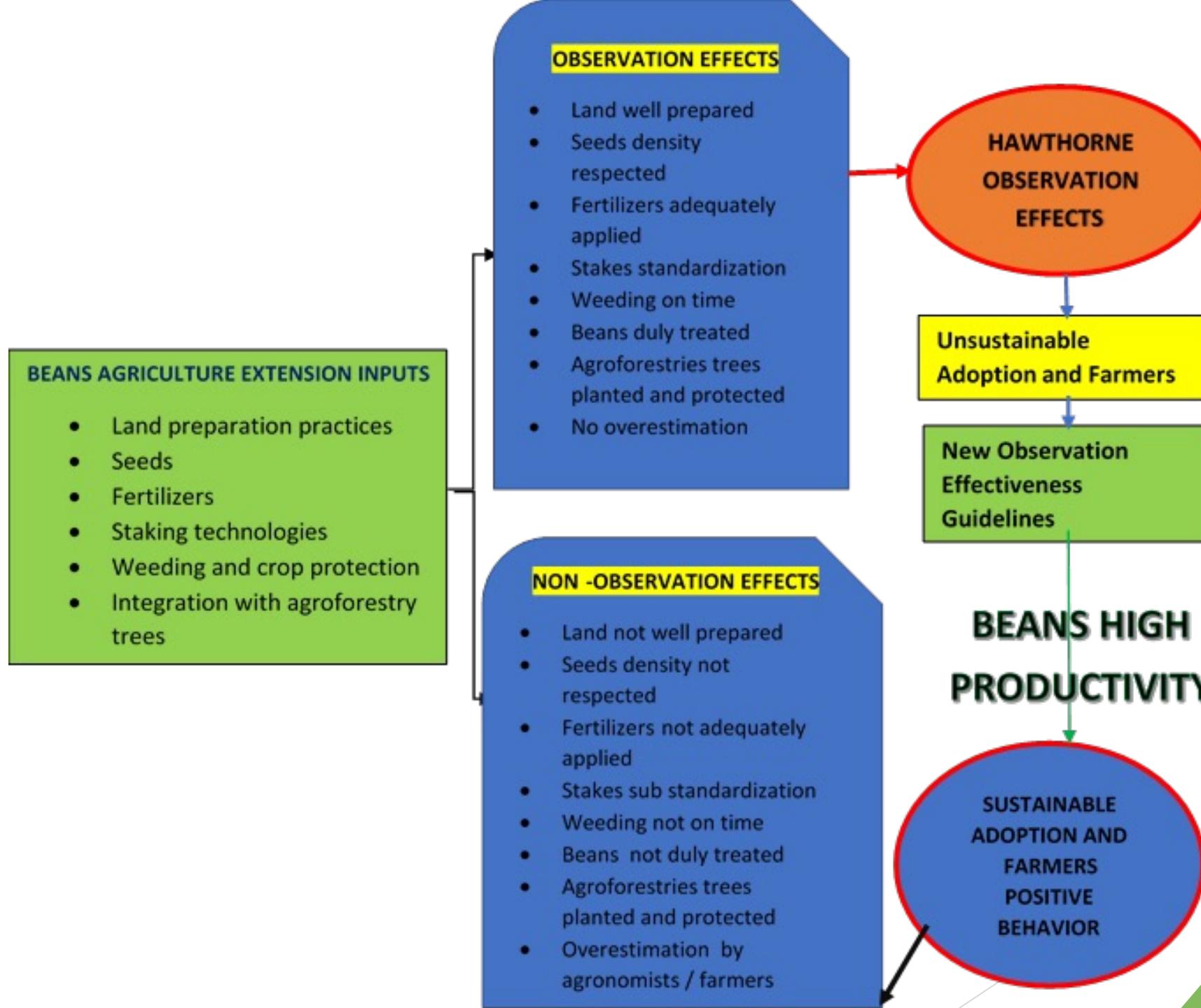
When subjects of an experimental study change or improve their behavior because it is being evaluated or studied.

Understanding the Hawthorne Effect



The Findings of the Hawthorne Experiments

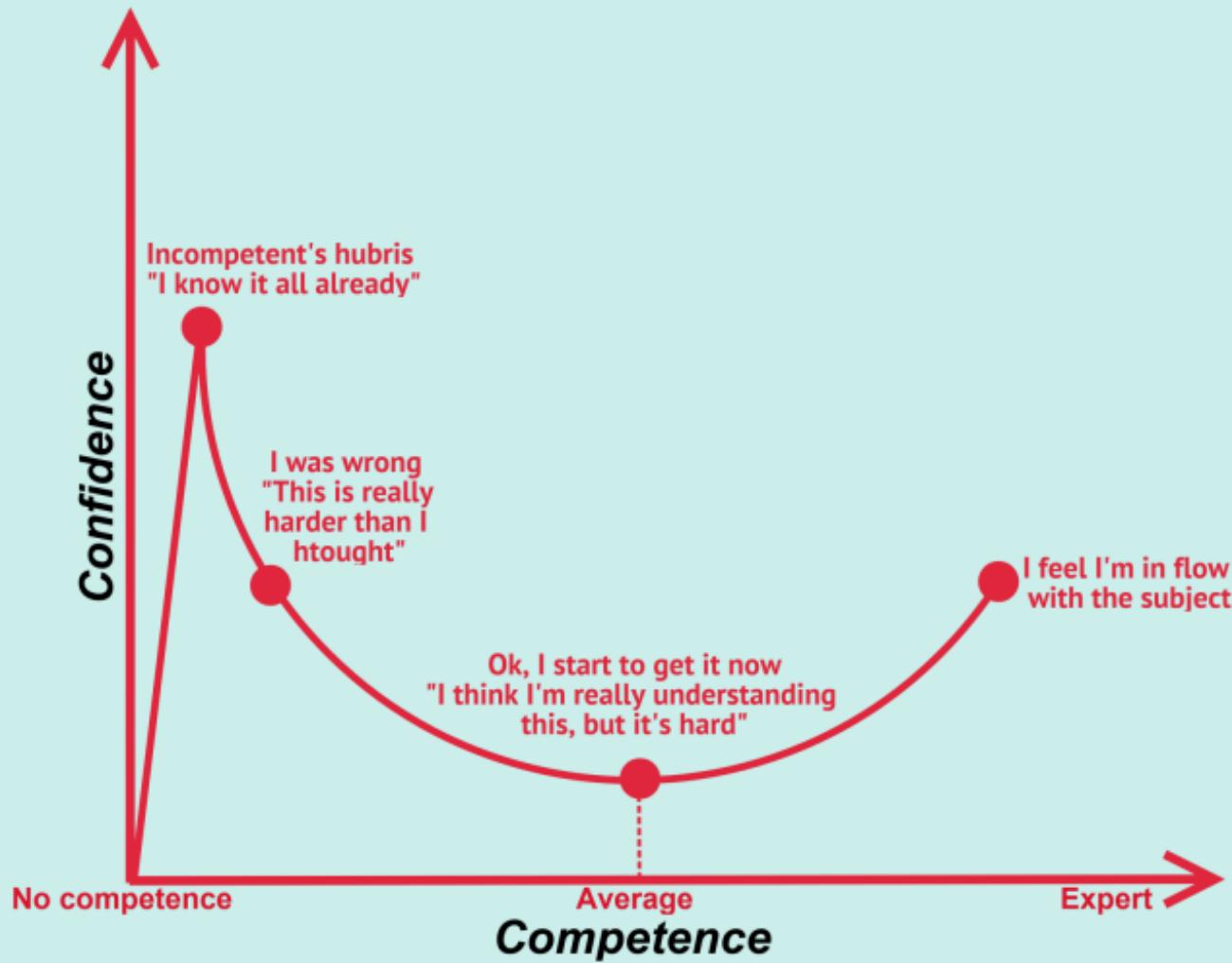


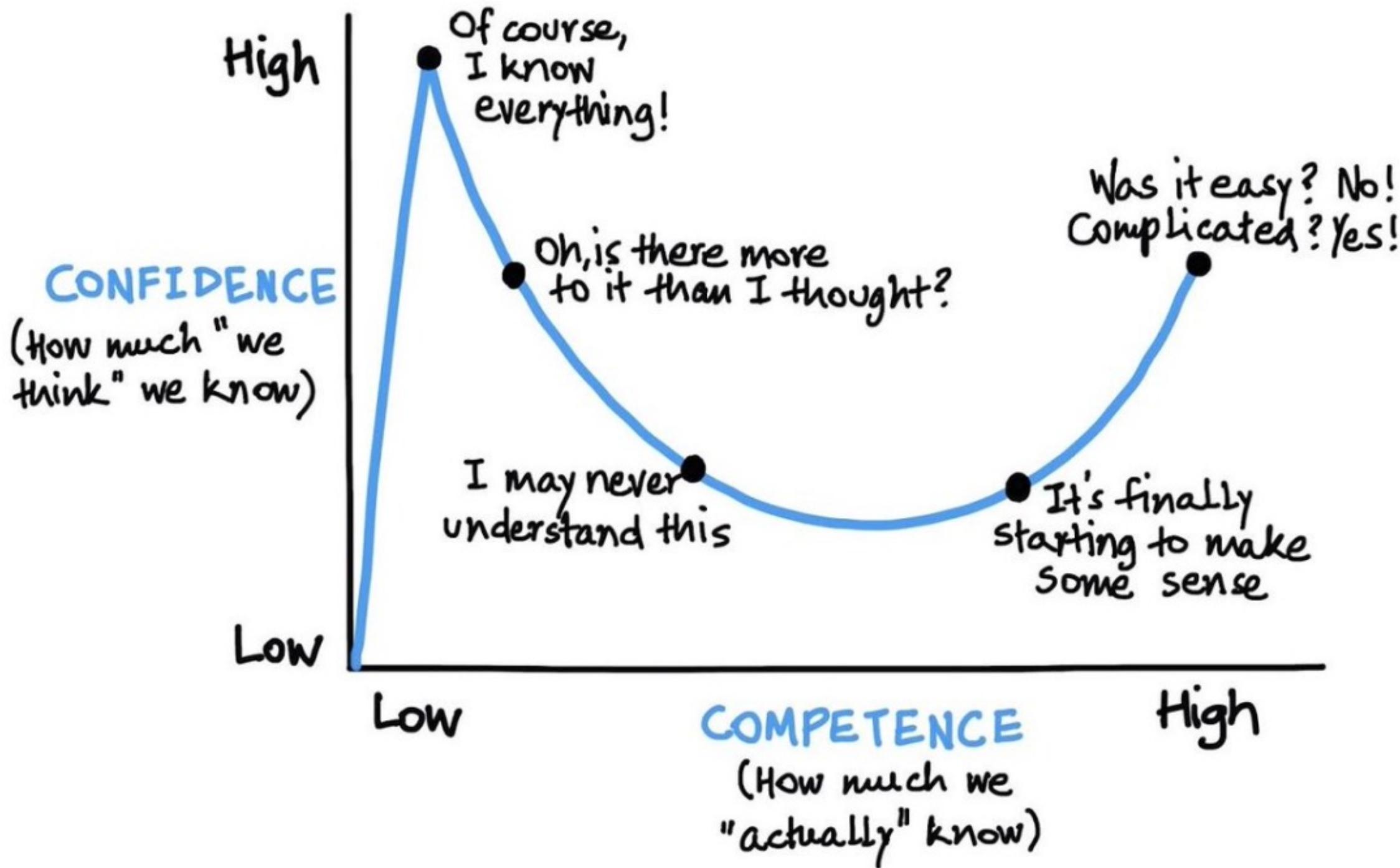


<i>PEARSON'S CORRELATION COEFFICIENT</i>	<i>Hawthorne Observation Effects (Y)</i>	<i>Observation intensity scores (x_1)</i>	<i>Inconsistency and Latent best farming practices (x_2)</i>	<i>Familiarity illusion by extensionists (x_3)</i>	<i>Risk of Overestimation (x_4)</i>	<i>Sustainable improved beans adoption (x_5)</i>
Hawthorne Observation Effects (Y)	1					
Observation intensity scores (x_1)	-0.965301	1				
Inconsistency and Latent best farming practices (x_2)	-0.98198	0.89917	1			
Familiarity illusion by extensionists (x_3)	-0.967617	0.877572	0.90887	1		
Risk of Overestimation (x_4)	-0.981481	0.744185	0.97818	0.918267	1	
Sustainable improved beans adoption (x_5)	-0.979267	-0.85728	-0.80719	-0.952103	-0.775577	1

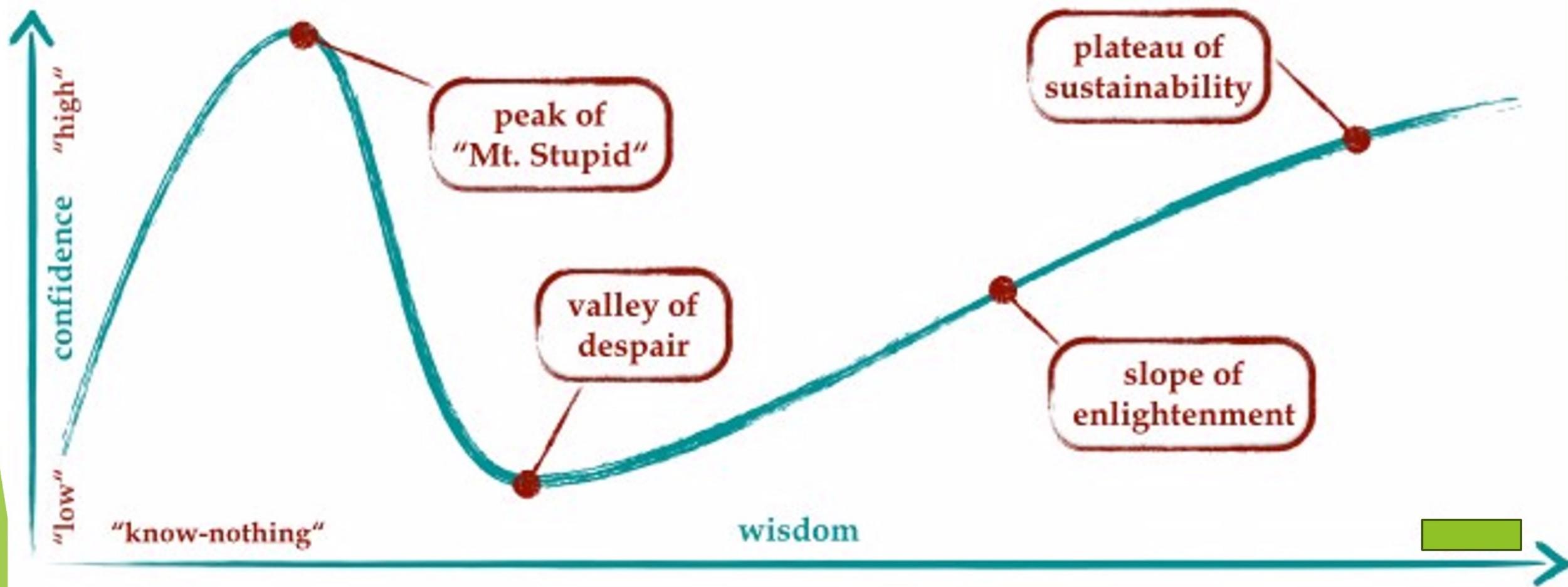
What Is The Dunning-Kruger effect In Business

The Dunning-Kruger effect describes a cognitive bias where people with low ability in a task overestimate their ability to perform that task well. Consumers or businesses that do not possess the requisite knowledge make bad decisions. What's more, knowledge gaps prevent the person or business from seeing their mistakes.



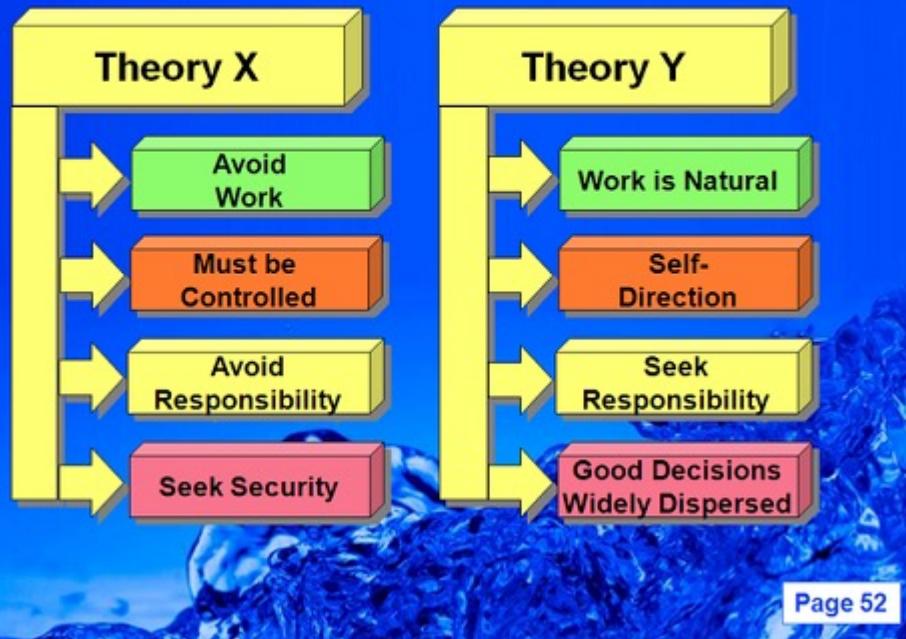


Dunning-Kruger effect





Douglas McGregor - Theory X and Theory Y



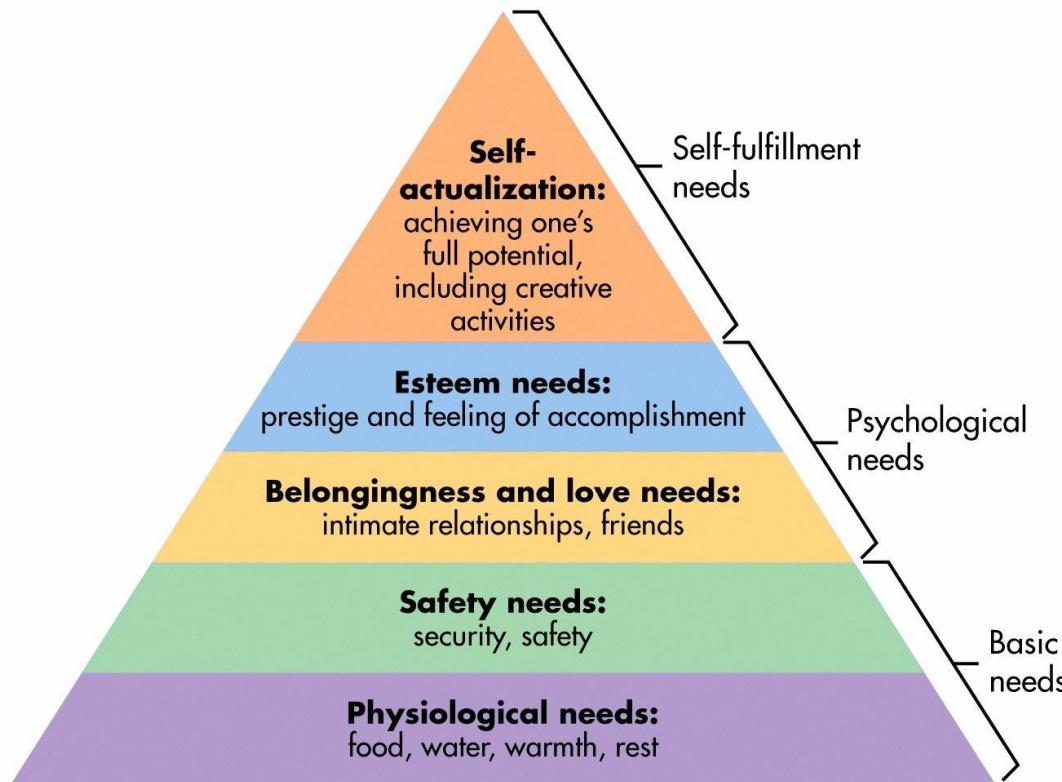
MANAGEMENT



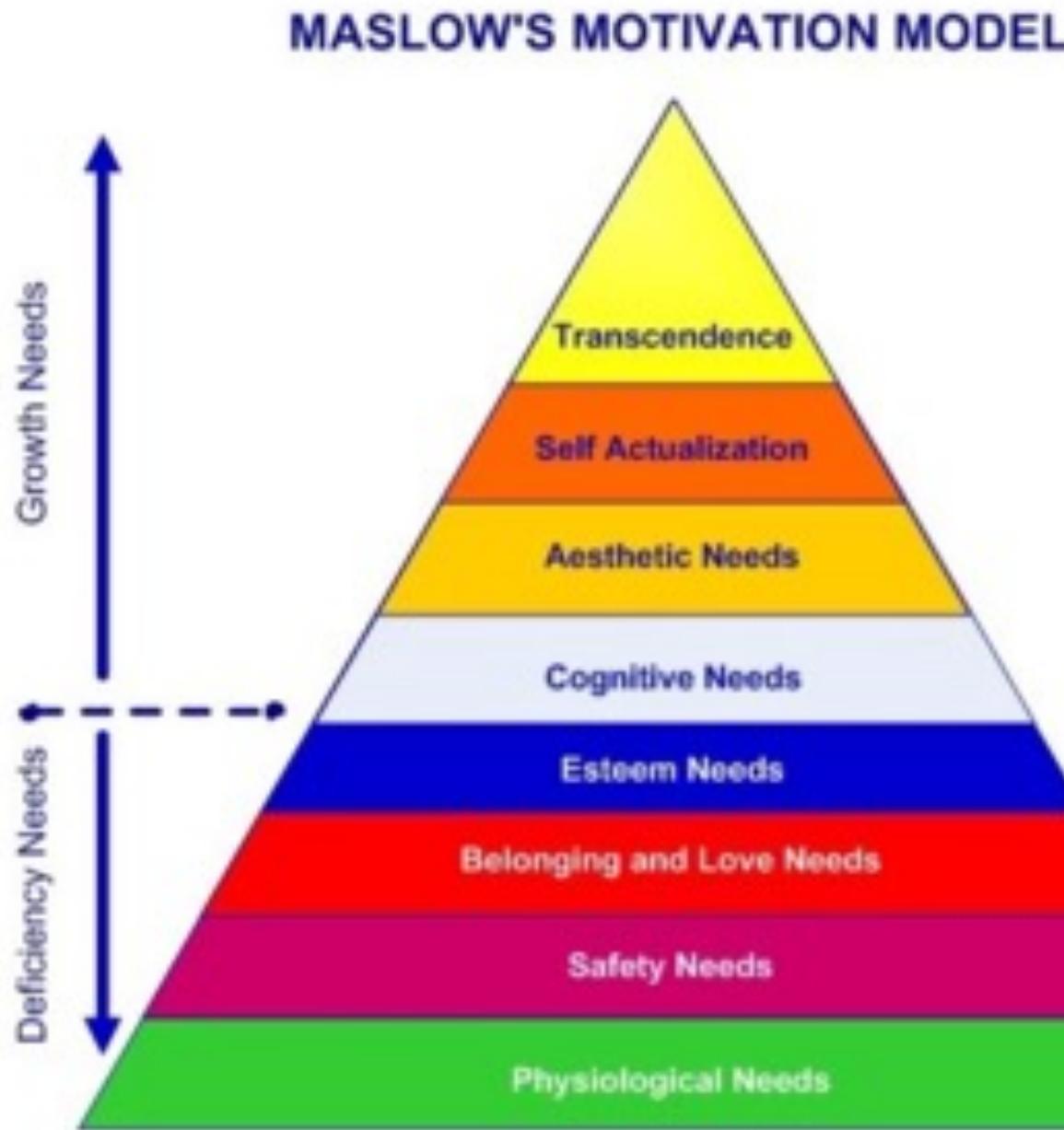
Human Needs vs Human Resource

► Humanistic psychologist Abraham Maslow, upon whose work McGregor drew for Theories X and Y, went on to propose his own model of workplace motivation, Theory Z.

Abraham Maslow Theory of motivation



Hierarchy of needs at workplace: Motivational?





Final Assignment/CAT

- ▶ 1. A dairy processing company producing *45,000 liters of milk per day* is hiring a Quality Assurance (QA) technician. Out of *62 applicants*, only *5 candidates* passed the technical screening. The interview panel scored Candidate A at *88%*, while Candidate B—who was recommended *informally* by a senior manager—scored *69%*. As the HR officer applying *fairness, transparency, and meritocracy*, how should you ensure that the recruitment decision both respects HR principles and supports the company's target of reducing product defects from *3.5% to 1%*?



2. A fruit juice company that processes *120,000 bottles per week* recently introduced new thermal processing equipment. The new system reduced microbial contamination risk by *40%*, but *only 12 out of 38 production staff* were selected for training. Junior staff (who represent *55% of the workforce*) feel excluded. Applying the HR principle of equitable training and continuous development, how would you design a training plan ensuring all *38 staff members* meet the HACCP (Hazard Analysis and Critical Control Points) level required to maintain the company's target of *zero food safety incidents per quarter*?

► 3. In an R&D lab developing fortified snacks for school feeding, a team of 8 food technicians is expected to produce 3 prototype formulations per month. However, over the last quarter, output dropped to only 4 prototypes instead of the expected 9, due to low motivation—only 20% of the team reported feeling recognized for their work. Using HR principles of motivation, recognition, and performance management, how would you address this performance gap while ensuring compliance with nutrient fortification targets (e.g., iron levels of 12 mg/100 g)?

►4. A meat processing company with 150 workers reports rising fatigue and injuries. In the past 6 months, 27 minor injuries and 3 major safety incidents were recorded—an increase of 35% compared to the previous period. Workers spend an average of 9.5 hours per shift, yet hygiene non-compliance increased from 4% to 11%. Applying HR principles of welfare, safety, and healthy working conditions, how would you revise the work schedule and environment to protect employees while achieving the target of reducing injuries by 50% and restoring hygiene compliance to below 5%?



Day-1
lot of dreams,
ideas, enthu...



months-3
settling down,
being flexible



months-6
ground
realities
exposed...



year-1
dreams
shattered...



year-2
frustration,
trying to
compromise...



year-3
resignation, new
job no.2, new
dreams, enthu...
(contd.)

THANK you.