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**MSE 608B**

***Professor:***

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***Prepared By:***

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**COURSE OVERVIEW**

**Management of Engineering Professionals (Online Course)**

* **The course website consists of the following main and most important sections:-**

1. ***Text Sources:-***
2. *Course Syllabus:* contains a detailed description of almost everything regarding the course, including the instructor, the course plan, and the criteria of evaluation and grading.
3. *Textbook:* “Custom Business Resources” by Dr. Mark Rajai, (Not all materials of the book are going to be included in the exam).
4. Lecture Notes: information to be used as a reference for the final project.
5. *Final Project Guidelines:* we are asked to form a team of 4 students for the final project and strictly follow the guidelines and format mentioned, (quality is more emphasized than quantity).
6. *Reference Books:* useful later when looking for a job.
7. ***Audio Lectures:-***

There are 4 audio lectures (Hiring- Firing- Performance Evaluation- Conflict Resolution) that we should listen to and summarize the key points of each in one page ONLY.

1. ***Video Lectures:-***
2. *Professor’s Course Overview:* which is part of our summary assignment.
3. *Professor’s Lectures*: One lecture of 5 parts (questions about key points may be asked on exam).
4. *Other Sources:* good as references to create the video of our final project.
5. ***Student Work Samples:-***
6. *Website Samples:* of students in the past and it’s useful because we might be asked to create a similar website as part of the final exam.
7. *Video Samples:* of the final project’s video for extra grades.
8. *Final project Samples:* this section contains samples of the project’s formal written report.
9. ***Communication Boards:-***

* ***Moodle Website:*** is particularly designed and mainly used for communication and interaction with both the instructor and other students in this course, and it is composed of:

1. The Weekly Agenda.
2. Discussion Board: for questions related to the course as well as finding the team for final project.
3. Assignments: this section will be used to submit all the assignments, exams (midterm- final), and final project report along with the presentation “each ON TIME specified by the instructor”, and late assignments will not be accepted.
4. Grades: used to follow our grading throughout the semester.

**HIRING**

* Hiring new people is challenging. Complex legal procedures need to be complied in job advertisements, interviews, and employment offers in order to avoid lawsuits for discrimination or privacy invasion.
* **Hiring process is composed of four typical steps:-**

1. ***Preliminary Process:-***

* the main goal behind this step is assessing the job’s needs & requirements in order to hire competent employees through:
* Writing a job description & performance assessment criteria.
* Establishing the corporate structure along with the management style.
* Identifying job change potentials as well as the need for urgency in the job.
* Determining the training & support needed.
* Classifying customer contact requirements.
* Recognizing the privileges of working for the company as well as the position’s salary range.
* Considering proper wordings in constructing job ads and avoiding discriminatory ones.

1. ***Search Procedure:-***

* Some organizations give internal employees the opportunity to apply for a job opening before searching for an external candidate; however, if both are to be equally considered for the job, they should be treated fairly.
* Some typical candidate searching methods include:
* Identifying which internal candidates can be transferred.
* Mailing professional association and holding an open house at the facility.
* Employee and customer referrals.
* Posting announcements on campuses, registering at the career office, or placing job descriptions on the company’s website.

1. ***Screening Procedure:-***

* Employers should interview only short-listed candidates.
* Sometimes there are typical problems with the resume that complicate the procedure such as:
* Spelling and grammar mistakes.
* Incomplete or inaccurate contact information.
* Lack of qualifications for the job and clear holes in employment.
* Including pictures, graphics, URL links, and unprofessional e-mail addresses.
* Poor font choice, poor formatting, and poor summary.
* After the resume selection process, the employer should conduct an effective job interview where good preparation, summary of the applicant’s answers, and relaxation are the keys to a successful interview; therefore, hiring the right person for the right job.

1. ***Candidate Selection:-***

* This step is basically based on :
* Narrowing the candidate list and gathering enough background information.
* Comparing the candidates’ job description, requirements, and qualifications.
* Considering job-related criteria only as well as important mannerisms.

**FIRING**

* ***Termination Reasons and Causes Fall Into Three Categories:-***

1. *Resignation:* termination by the employee.
2. *Dismissal:* termination by the company.
3. *Other:* mandatory, retirement, death, layoff, physical or mental inability.

* ***Employment Relationships Fall Into Two Main Categories:-***

1. *Contractual:* terminations in accordance with contract terms.
2. *At will:* terminations occur without notice or cause.

* ***First: Resignations:-***
* Resignations are terminations initiated by the employee and its causes can be categorized into:
* *Unavoidable:* such as marriage, maternity, relocation, family…etc.
* *Avoidable:* such as dissatisfaction with management, lack of promotion opportunities, dissatisfaction with policies or procedures, and many other.
* Managers can avoid the above situations by:
* Assuring future career growth opportunities.
* Resolving resignation intentions through changes in company policies.
* Resignation procedure:
* Resigned letter should be requested to avoid claims and lawsuits.
* Adequate notice period is demanded to facilitate suitable replacement.
* ***Second: Dismissals:-***
* Dismissals which are terminations carried out by the employer must be justified to insure objectivity and fairness, and the responsibility to dismiss an employee should be shared.
* Dismissal reasons:
* Unsatisfactory performance & failure to meet job standards.
* Misconduct & violation of the company’s rules.
* Change of job requirements or inability to meet defined goals.
* Lack of qualifications for the job, which typically applies to new employees.
* Dismissals can be prevented by:
* Discussing problems with employees and setting regular progress report.
* Documenting employees’ status.
* Transferring employees to other possible positions.
* Dismissal procedure should be performed by following these steps to avoid legal issues:

1. Oral warning. 2) Written warning. 3) Final written warning. 4) Termination.

* Employee reactions: Strong emotions can be easily handled by:
* Avoiding arguments with terminated employees.
* Giving employees enough time to recover without being apologetic.
* Maintaining calm posture with employees who get angry.
* Responding neutrally to legal threats by employees.
* Having someone to witness violence threats by the employee.
* Calling security if any harm or damage is caused.

**PERFORMANCE EVALUATION**

* ***Performance Management VS. Performance Appraisal:-***
* *Performance Management:* deals a year-long with setting goals and objectives which requires continuous training and feedback.
* *Performance Appraisal*: is an important tool of performance management that improves performance through annual evaluation.
* ***Reasons For Conducting a Performance Appraisal:-***
* Facilitating communication between supervisors and employees.
* Providing a framework for supervisors to measure employees’ performance.
* Serving as a platform for employees to develop their career.
* ***Expectations of a Manager:-***

A manager’s expectations regarding the evaluation & management of performance cover:

1. Goal setting. 2) Coaching & feedback. 3) Observing & documenting. 4) Counseling & motivating. 5) Planning the appraisal. 6) Conducting the appraisal.

* ***Seven Appraisal Methods:-***

1. *Global essays & ratings:* an essay form appraisal which does not require strict guidelines.
2. *Peer-ranking:* basically ranking employees by comparing their performance to one another.
3. *Organizational records:* employees are appraised based on hard data and computable criteria.
4. *Trait rating:* using behavioral aspects of performance as a tool to rate employees.
5. *Critical incidents:* both positive & negative “critical incident” data are taken into consideration.
6. *Behaviorally based scales & behaviorally anchored rating scales*: most elaborate, systematic, scientific, and expensive method that is based on more thorough job analysis.
7. *Objectives and goal-setting procedures:* comparing expected performance with actual one.

* ***Choosing the Best Appraisal Method Depends on:-***

1. Salaries, Promotions & placement. 2) Performance problems. 3) Performance improvement. 4) Training needs. 5) Career counseling. 6) Strategies implementation.

* ***The Optimal Appraisal Method- Hybrid:-***
* Differs from one company to another according to its values and priorities.
* Contains at least 2 of the last four methods discussed.
* Requires support of upper management to be effective.
* ***Eight Potential Appraisal Pitfalls:-***

1. Inadequately defined standards of performance.
2. Over-emphasis on recent performance.
3. Reliance on gut feelings.
4. Miscomprehension of performance standards by employee.
5. Insufficient or unclear documentation.
6. Inadequate time allotment for discussion.
7. Too much talking by the manager or supervisor.
8. Lack of follow-up.

**CONFLICT RESOLUTION**

* ***Types of Conflict:-***

1. Destructive. 2) Constructive.

* ***Sources of Conflict:-***

Conflict is the result of different values, beliefs, and attitudes between involved parties:

* *Conflict with a peer is due to:*
* Personality differences.
* Cultural differences.
* Political & religious differences.
* Different viewpoints.
* *Conflict with a subordinate is due to:*
* Ineffective communications.
* Minimized decision-making involvement.
* Leadership problems.
* Disagreement over responsibilities.
* ***Situations of “Negative” Conflict Can be Easily Recognized Through the Following Indicators:-***

1. Rude or withdrawn behavior. 2) Destructive behavior. 3) Decreased morale. 4) Poor work product. 5) Loss in productivity.

* ***Techniques for Conflict Resolution:-***
* *Conflicts with a peer:*
* Building self-awareness.
* Clarifying underlying problem issues.
* Understanding other’s perspectives.
* Finding effective solutions and taking action.
* *Conflicts with a subordinate:*
* Allowing the employee to volunteer.
* Reviewing challenges and accomplishments.
* Training in communication and conflict management.
* Requesting regular involvement.
* ***Five Strategies for conflict Resolution:-***
* *Strategy 1:* Avoidance, which means there is no winner or loser.
* *Strategy 2:* Collaboration, which means that both parties win.
* *Strategy 3:* Competition, which means that one either win or lose.
* *Strategy 4:* Accommodation, which means when one lose, the opposition wins.
* *Strategy 5:* Compromise, which means that one sometimes win and sometimes lose.
* ***ADR (Alternative Dispute Resolution) System:-***

1. Saves money. 2) Empowers employees. 3) Restores relationships.

* ***Conflict Prevention:-***

In order to prevent conflicts, managers should be approachable, appreciative, supportive, sympathetic, understanding, and active.