Line and Staff aspects of Human Resources Management and Formal and Informal Relations
Learning objectives

- Indicate the difference between line and staff function
- Explain why human resource management should add value to the organisation
- Discuss the competencies impacting on human resource management
- Distinguish between formal and informal relationships
- Outline the benefits of informal group membership
Introduction

- Most of the organisational structures are general
- They are made up of individuals, groups, departments and divisions
- Reflecting and zooming in the previous unit about organisation structure
- We might find that certain functions are performed as;
  - Line and Staff functions
- The functions depend on the organisation size
- The smaller organisations allows managers and supervisors can fulfil both the staff and line functions
- Whilst this is not the case in larger organisation
Line and staff functions

» Line functions
  » Directly involved in doing the work for which the organization is established
  » Line functions are also referred to as core functions
  » **Staff authority:** give the manager authority to advise other managers or employees and **create advisory relationship.**

» Staff functions
  » Provide support functions
  » Planning and control functions
  » **Line Authority:** Gives manager the authority to issue orders to managers or employees and **create supervisor subordinates**
Reflection exercise

- Think about the Human Resources function would you consider it a having a Staff authority or a Line authority?
- Give an example or a scenario and share with the class
Line and Staff Managers duties

- **Line Managers**
  - Directly involve in the work that the organisation was created for.

- **Staff Managers**
  - Planning and control e.g. HR manager responsibility would be assisting with policy formulation, workforce planning, training and development etc.
Possible conflict between line and staff function

- The staff and line managers form a relationship when interact with each other, however this may create conflict.

**Reasons for possible conflict**

- Dual authority
- Enforcement of change
- Different solution to problems
Competencies impacting human resources management

- Human Resources competencies are necessary for success of the organisation in order to add value.
- In order to achieve that the following domains of competencies need to be developed by HR managers:
  - Personal credibility
  - Management of change
  - Management of culture and diversity
  - Delivery of human resources practices
  - Knowledge of the business
Relationships in organisation

- Considering what you have learned about organisation structure, divisions and parts is organise in this way to achieve the goals and objectives of the organisation.

- There relationship that exist between the organisation are Formal and Informal
  
  - **Formal relationship:** officially established and prescribed in the organisation manual, charts and job description. There are three basic relationships within category responsibility, Authority and Accountability
  
  - **Informal organisational:** establish unofficially by the people involved, this result in cliques
Types of informal cliques

- Horizontal cliques
- Vertical cliques
- Mixed cliques
The end