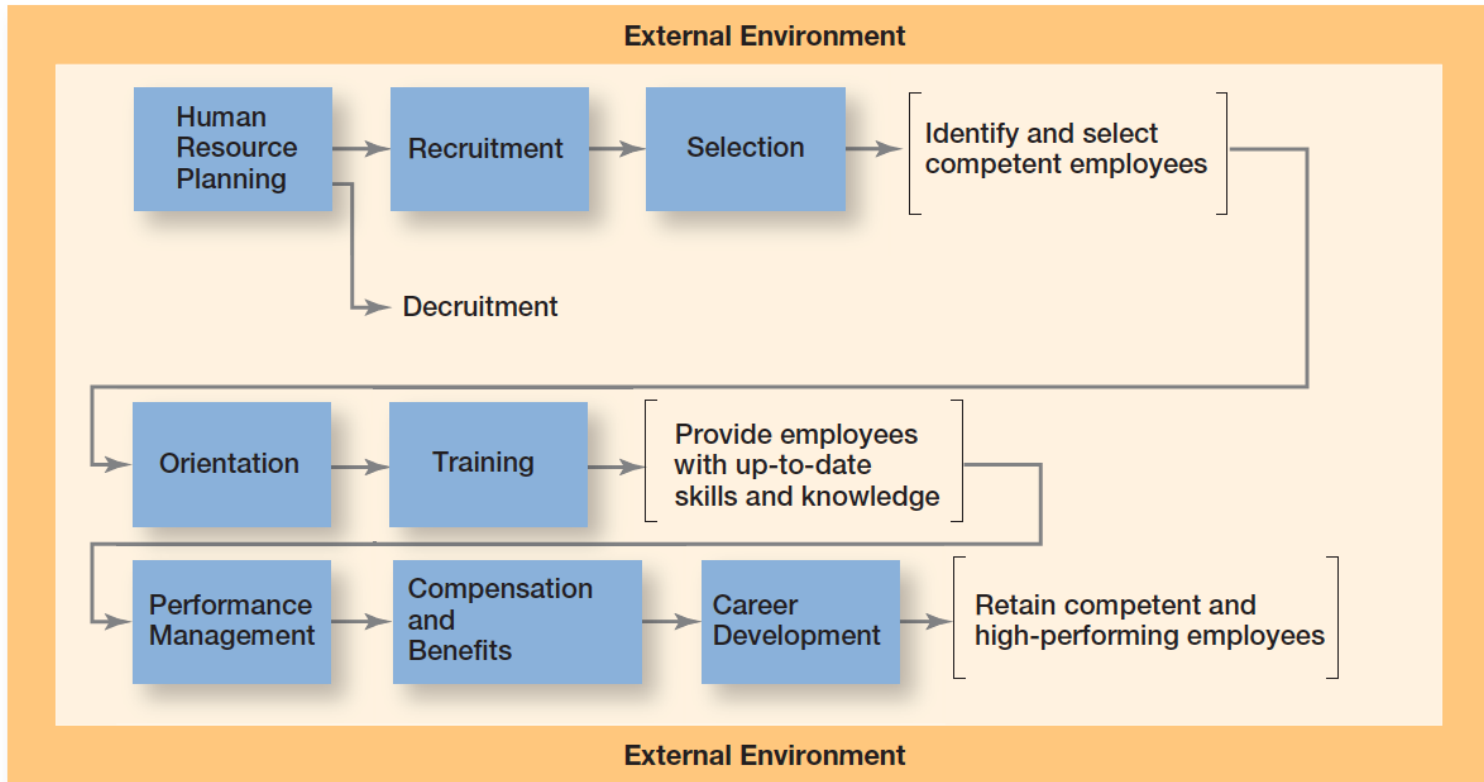# PRINCIPLES OF MANAGEMENT

PRACTICAL CLASSES

2025/2026

Agenda

- ➢ **Explain** the importance and process of managing human resources.

- ➢ **Describe** the external influences that affect the human resource management process.

- ➢ **Discuss** the tasks associated with identifying and selecting competent employees.

- ➢ **Explain** how companies develop workforce talent.

- ➢ **Describe** strategies for retaining competent, high-performing employees.

External Environment

Human Resource Planning → Recruitment → Selection → Identify and select competent employees

Human Resource Planning → Decruitment

Orientation → Training → Provide employees with up-to-date skills and knowledge

Performance Management → Compensation and Benefits → Career Development → Retain competent and high-performing employees

External Environment

Exhibit 11-1 shows the eight steps in the HRM process.

Current Assessment

- **Job analysis**: an assessment that defines jobs and the behaviors necessary to perform them

- **Job description (position description)**: a written statement that describes a job

- **Job specifications**: a written statement of the minimum qualifications a person must possess to perform a given job successfully

Exhibit 11-3 Recruiting Sources

Source	Advantages	Disadvantages
Internet	Reaches large numbers of people; can get immediate feedback	Generates many unqualified candidates
Employee referrals	Knowledge about the organization provided by current employee; can generate strong candidates because a good referral reflects on the recommender	May not increase the diversity and mix of employees
Company website	Wide distribution; can be targeted to specific groups	Generates many unqualified candidates
College recruiting	Large centralized body of candidates	Limited to entry-level positions
Professional recruiting organizations	Good knowledge of industry challenges and requirements	Little commitment to specific organization
Social media	Takes advantage of current employees' connections; particularly effective at recruiting younger candidates	Not nearly as effective in reaching older or senior candidates

Selection

- **Selection**: screening job applicants to ensure that the most appropriate candidates are hired.

- Selection involves predicting which applicants will be successful if hired.

- Selection is successful if you select a job applicant who turns out to be good employee, or if you reject one that will be a bad employee.

Exhibit 11-5 Selection Decision Outcomes

As shown in **Exhibit 11-5**, any selection decision can result in four possible outcomes—two correct and two errors.

Exhibit 11-6 Selection Tools

Tool	Characteristics
Application forms	Almost universally used Most useful for gathering information Can predict job performance but not easy to create one that does
Written/online tests	Must be job-related Include intelligence, aptitude, ability, personality, and interest tests Are popular (e.g., personality tests; aptitude tests) Relatively good predictor for supervisory positions
Performance-simulation tests	Use actual job behaviors Work sampling—test applicants on tasks associated with that job; appropriate for routine or standardized work Assessment center—simulate jobs; appropriate for evaluating managerial potential
Interviews	Almost universally used Must know what can and cannot be asked Can be useful for managerial positions
Background investigations	Used for verifying application data—valuable source of information Used for verifying reference checks—not a valuable source of information
Physical examinations	Are for jobs that have certain physical requirements Mostly used for insurance purposes

Exhibit 11-12 What Determines Pay and Benefits
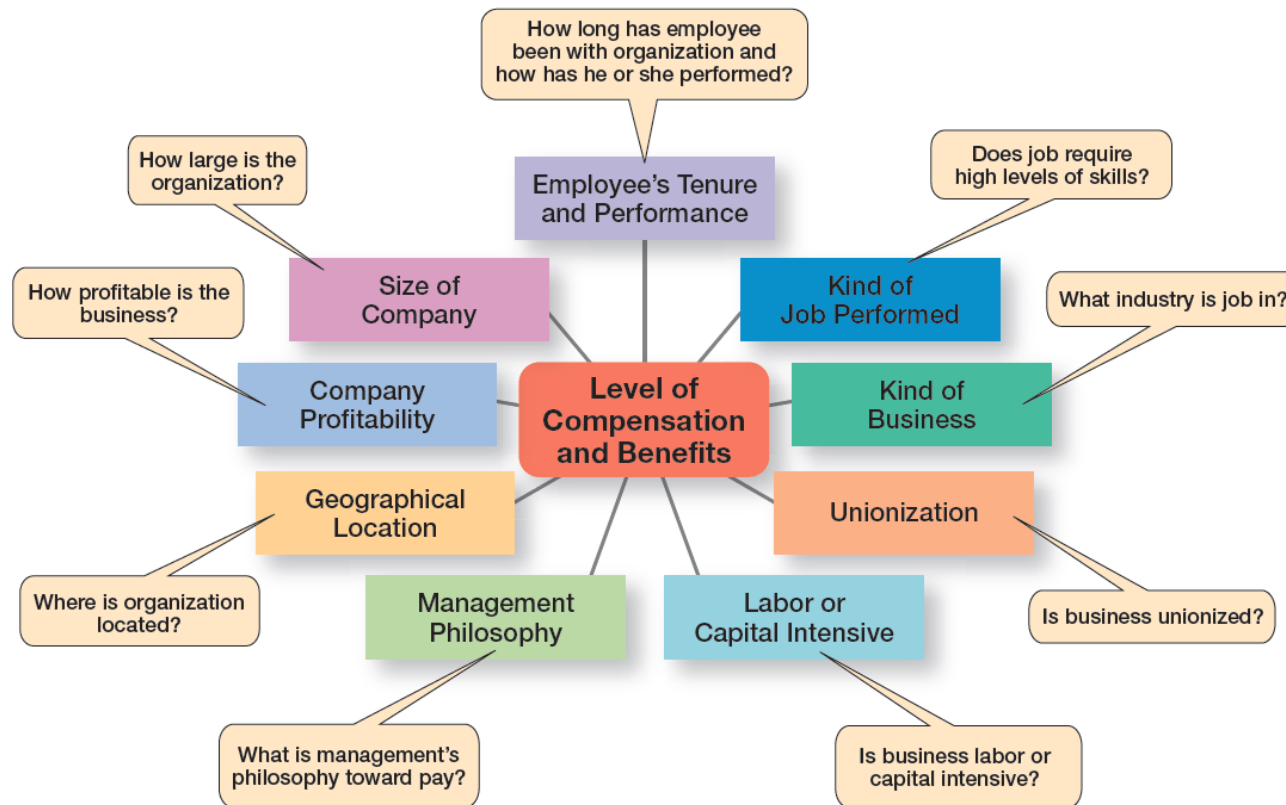
Exhibit 11-12 summarizes the factors that influence the compensation and benefit packages that different employees receive.

JOB INTERVIEWS

Principles of Management

Job interview exercise.

Each group should prepare five questions to interview a job candidate for the job of Manager at Uber.

Each group should identify an interviewer and a job applicant (who will interact with other group's).

At the end, the members of the group decide whether or not to hire the applicant from the other group.

Principles of Management

1. Tell me about a time you led a team through a challenging situation.
• *What they're looking for:* Leadership under pressure, resilience, ability to motivate and align teams toward results.

2. How do you use data to make decisions? Give a specific example.
• *Uber is extremely data-driven.* They want to see your ability to analyze metrics, set KPIs, and make strategic decisions backed by data.

3. Describe a time when you had to manage cross-functional stakeholders with conflicting priorities.
• *Measures:* Influence without authority, communication skills, diplomacy, and ability to drive alignment.

4. Uber values speed and innovation. Can you give an example where you executed quickly without sacrificing quality?
• *Focus on:* Bias for action, operational excellence, and adaptability in ambiguous environments.

5. Why Uber? What excites you about the future of Uber's platform and services?
• *Tests:* Your understanding of Uber's mission (mobility, delivery, logistics, autonomy) and long-term vision. Passion and strategic thinking are key.

Principles of Management

Job interview exercise.

1. What attracted you to apply for this position?
2. What steps do you take when making decisions?
3. What has your typical role on a team been?
4. How would your colleagues describe you?
5. What motivates you to work?
6. Name a work accomplishment that makes you proud?
7. Why are you a fit for this opportunity?
8. Speak about some of your coworker relationships
9. How do you define hard work in the workplace?
10. Do you like working with a team or working alone?
11. What are some weak points you can work on?
12. What are your greatest strengths to a company?
13. Talk about a critical work situation you solved

Principles of Management

Job interview exercise.

14. When conflict arises at work how do you handle it?
15. Why do you plan on leaving your current employer?
16. Reveal something about yourself not on your resume
17. How do you deal with tight deadlines?
18. Describe your ideal workspace
19. How would your current boss describe you?
20. Outline the process on how you set goals
21. Where do you see yourself in the next 5 years?
22. What do you want to do differently at a new job?
23. Have you applied for any other positions?
24. Have you had any other interviews recently?
25. Do you have any questions for me?