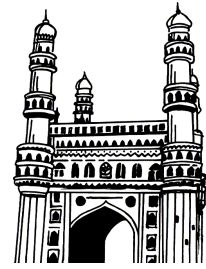


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UNIT - I

HRM EVOLUTION :

Functions of HRM. Typology, system & matrix of HR HRM models. Aligning HR strategy with Corporate strategy. HRIS, c-HRM, HRMS, Strategic HR metrics & Interactive HR Dashboards. Humane Values & Competency Framework for innovative HR. Measure of Human Assets Potential. Human Capability Management Survival Capacity Building for Pandemics & Disruptive Technologies.

UNIT - II

HR PLANNING & DESIGN:

Traditional, Functional & Strategic Job analysis, Position analysis questionnaire, Work Connectivity Index, Threshold traits analysis. Job Design & Redesign. Job evaluation: Competency Modelling, Cognitive task analysis. Performance Appraisal, HR Planning: Strategic Designing of Hybrid, Blended, Virtual & Gig workforces. Recruitment: Virtual Vs Real. Selection Process: Psychometrics in Aptitude & Psychological testing.

UNIT - III

HR TRAINING & DEVELOPMENT :

Training needs analysis. Off-the-job training: Vestibule, Simulation, Case study, Design thinking, Behaviour Modelling, Business Games, Adventure and Action Learning. On-the-job training: Job instruction, Job rotation, Apprenticeship, Demonstration, Psychodrama and Role Play. HRD. HR Accounting: Lev and Schwartz, Flamholtz and Hermanson's Models. HR Audit: Philips RoI model. Career planning model. Employee Development and Transition. MDP.

UNIT - IV

EFFECTIVE HR SYSTEMS :

Code of Conduct, Discipline & Ethics, Group dynamics, Learning Organization, QWL, Standing Orders, Strategic Rewards & Compensation Management, Employer Branding, Employee Value Proposition. Grievance redressal, Stress Management, Psychological Contract: Employee Engagement, Involvement & Loyalty. Peak Performance modelling for Human Capability, Human Copability & Human Competency.

UNIT - V

EMERGING HR TRENDS :

Workforce Diversity, Inclusivity & Equity. HR analytics, Empowering skills by Emotional Intelligence, Work life conflicts & integration. International HRM, Global HRM, Sustainable HRM, Strategic HRM & Agile HRM. HR Score card. Intelligent tutoring systems. Organizational Change, Design, Effectiveness & Development. Professional & Psychological Counseling for Pandemics, Jobloss, Mergers & Acquisitions.

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FAQ's and Important Questions

UNIT - I

1. Define HRM. Explain the features of HRM.

Ans :

(Aug.-21, Dec.-20, Imp.)

Refer to Unit-I, Q.No. 1.

2. Explain the objectives and scope of HRM.

Ans :

(Oct.-20, June-18, Aug.-17)

Refer to Unit-I, Q.No. 2.

3. Discuss the operative functions of HRM.

Ans :

(Aug.-21, June-19, Imp.)

Refer to Unit-I, Q.No. 5.

4. Narrate the various competitive challenges influencing Human Resource Management.

Ans :

(Dec.-20, Oct.-20, Aug.-17)

Refer to Unit-I, Q.No. 6.

5. Explain the stakeholders and integrated models of HRM.

Ans :

(Nov.-21, Dec.-20, Oct.-20)

Refer to Unit-I, Q.No. 11.

6. Explain the usefulness of information systems in HR.

Ans :

(Nov.-21)

Refer to Unit-I, Q.No. 17.

7. Explain the Merits and Demerits of HRIS.

Ans :

(June-18)

Refer to Unit-I, Q.No. 18.

8. "HR professionals are under continuous surveillance to function under competency framework" - Elucidate.

Ans :

(July-18)

Refer to Unit-I, Q.No. 30.

9. Describe the key findings for Survival Capacity Building for Pandemics & Disruptive Technologies.

Ans :

(Imp.)

Refer to Unit-I, Q.No. 33.

UNIT - II

1. Describe various methods of job analysis.

Ans :

(Dec.-20, Oct.-20)

Refer to Unit-II, Q.No. 7.

2. What is Job Design? State the Objectives of Job Design.

Ans :

(June-18)

Refer to Unit-II, Q.No. 19.

3. What are the techniques of Job Evaluation.

Ans :

(Imp)

Refer to Unit-II, Q.No. 31.

4. Bring out the methods of performance appraisal. Explain them in detail.

Ans :

(June-19)

Refer to Unit-II, Q.No. 42.

5. What is the significance of HR Planning in present scenario.

Ans :

(Dec.-20, Oct.-20)

Refer to Unit-II, Q.No. 46.

6. What are the differences between Virtual Recruitment and Recruitment.

Ans :

(Imp.)

Refer to Unit-II, Q.No. 56.

7. Explain the Process of Selection.

Ans :

(Aug.-21, June-19, Aug.-17)

Refer to Unit-II, Q.No. 58.

UNIT - III

1. What is off-the-job training. Explain various methods off-the-job training.

Ans :

(June-18)

Refer to Unit-III, Q.No. 9.

2. What is On-the-job Training. Explain various methods of On-the-job Training.

Ans :

(June-18)

Refer to Unit-III, Q.No. 11.

3. What is Human Resource Accounting? State the objectives of Human Resource Accounting.

Ans :

(Dec.-20, Oct.-20, June-19, Imp.)

Refer to Unit-III, Q.No. 17.

4. Explain the various methods of HRA.

Ans :

(Dec.-20, Oct.-20, Imp.)

Refer to Unit-III, Q.No. 18.

5. What are the advantages and limitations of HRA.

Ans :

(Nov.-21, June-18)

Refer to Unit-III, Q.No. 19.

6. Discuss about the LEV and Schwartz model of HR accounting.

Ans :

(Imp.)

Refer to Unit-III, Q.No. 21.

7. Give the brief description of Flamholtz Model of HR Accounting.

Ans :

(Aug.-21, Imp.)

Refer to Unit-III, Q.No. 22.

8. Give the brief description of Hermanson's Model of HR Accounting.

Ans :

(Aug.-21, Imp.)

Refer to Unit-III, Q.No. 23.

9. Outline the process of career planning.

Ans :

(June-19)

Refer to Unit-III, Q.No. 30.

10. "Career planning is more an individual function than corporate function". Discuss.

Ans :

(July-18)

Refer to Unit-III, Q.No. 31.

UNIT - IV

1. Define Group Dynamics. Explain the nature of Group Dynamics.

Ans :

(Imp.)

Refer to Unit-IV, Q.No. 7.

2. Explain the techniques for improving QWL.

Ans :

(Imp.)

Refer to Unit-IV, Q.No. 14.

3. Explain the strategies for improvement of QWL.

Ans :

(Imp.)

Refer to Unit-IV, Q.No. 16.

4. What is Strategic Reward? Discuss various types of Strategic Reward Decisions.

Ans :

(Imp.)

Refer to Unit-IV, Q.No. 18.

5. Examine the Grievances procedure.

Ans :

(Imp.)

Refer to Unit-IV, Q.No. 27.

6. Define stress. What are the causes of stress?

Ans :

(Imp.)

Refer to Unit-IV, Q.No. 33.

7. How do you classify the psychological contract? Explain.

Ans : (June-19, Imp.)

Refer to Unit-IV, Q.No. 36.

8. Explain about Employee Engagement.

Ans : (Imp.)

Refer to Unit-IV, Q.No. 37.

9. Discuss about Peak Performance Modelling.

Ans : (Imp.)

Refer to Unit-IV, Q.No. 44.

UNIT - V

1. What is Emotional Intelligence? State the components of Emotional Intelligence.

Ans : (July-18)

Refer to Unit-V, Q.No. 4.

2. Define global HRM. State the activities of global HRM.

Ans : (June-18)

Refer to Unit-V, Q.No. 9.

3. How IHRM different from domestic HRM?

Ans : (Imp.)

Refer to Unit-V, Q.No. 16.

4. Define and discuss strategic HRM. Explain the framework of strategic HRM with its various elements.

Ans : (Nov.-21, Dec.-20, Oct.-20)

Refer to Unit-V, Q.No. 20.

5. Compare and contrast global HRM and strategic HRM.

Ans : (July-18, Imp.)

Refer to Unit-V, Q.No. 25.

6. What is Intelligent Tutoring Systems? State the various models of Intelligent Tutoring Systems.

Ans : (Imp.)

Refer to Unit-V, Q.No. 31.

7. State and explain the characteristics of OD.

Ans : (Imp.)

Refer to Unit-V, Q.No. 40.

8. What are the differences between mergers and acquisitions?

Ans : (Imp.)

Refer to Unit-V, Q.No. 48.

9. Explain the HR issues in Mergers and Acquisitions.

Ans : (Dec.-20, Oct.-20, June-19)

Refer to Unit-V, Q.No. 49.

UNIT I

HRM EVOLUTION :

Functions of HRM. Typology, system & matrix of HR HRM models. Aligning HR strategy with Corporate strategy. HRIS, c-HRM, HRMS, Strategic HR metrics & Interactive HR Dashboards. Humane Values & Competency Framework for innovative HR. Measure of Human Assets Potential. Human Capability Management Survival Capacity Building for Pandemics & Disruptive Technologies.

1.1 HRM EVOLUTION

Q1. Define HRM. Explain the features of HRM.

Ans : (Aug.-21, Dec.-20, Imp.)

Meaning

Human Resource Management is a process of bringing people and organizations together so that the goals each are met. It is that part of the management process which is concerned with the management of human-resources in an organization. It tries to secure the best from people by winning their whole hearted co-operation. In short, it may be defined as the art of procuring, developing and maintaining competent work force to achieve the goals of an organization in an effective and efficient manner.

Human Resource Management may be defined as the art of procuring, developing and maintaining competent workforce to achieve organizational goals efficiently.

Human Resource Management (HRM) is the utilization of individuals to achieve organizational objectives. Consequently, managers at every level must concern themselves with HRM. Basically, all managers get things done through the efforts of others, this requires effective HRM.

Definitions

- (i) **According to Lippitt and Glueck**, "HRM is concerned with the most effective use of people to achieve organizational and individual goals".
- (ii) **According to Byars and Rue**, "HRM encompasses those activities that are designed

to provide for and coordinate the human resource of an organization".

- (iii) **According to Milkovich and Boudreau**, "Human resource management is a series of integrated decisions that form the employment relationship; their quality contributes to the ability of the organizations and the employees to achieve their objectives".
- (iv) **According to Flippo**, "Human Resource Management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are accomplished".
- (v) **According to Leon C. Megginson**, "The term human resources can be defined as the process of total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the value, attitudes and beliefs of the individuals involved".
- (vi) **According to National Institute of Personnel Management of India**, "Human resource management is that part of management concerned with people at work and with their relationships within the organization. It seeks to bring together men and women who make up an enterprise, enabling each to make his/her own best contribution to its success both as an individual and as a member of a working group".

Human Resource Management could thus be viewed as a dynamic process which needs to be kept aligned with the changing realities in the environment.

Features

It has the following features:

- **Pervasive Force:** HRM is pervasive in nature. It is present in all enterprises. It permeates all levels of management in an organization.
- **Action Oriented:** HRM focuses attention on action, rather than on record keeping, written procedures or rules. The problems of employees at work are solved through rational policies.
- **Individual Oriented:** It tries to help employees develop their potential fully. It encourages them to give their best to the organization. It motivates employees through a systematic process of recruitment, selection, training and development coupled with fair wage policies.
- **People Oriented:** HRM is all about people at work, both at individual and groups. It tries to put people on assigned jobs in order to produce good results. The resultant gains are used to reward people and motivate them towards further improvements in productivity.
- **Future Oriented:** Effective HRM helps an organization meet its goals in the future by providing for competent and well-motivated employees.
- **Development Oriented:** HRM intends to develop the full potential of employees. The reward structure is turned to the needs of employees. Trainings offered to sharpen and improve their skills. Employees are rotated on various jobs so that they gain experience and exposure. Every attempt is made to use their talents fully in the service of organizational goals.
- **Integrating Mechanism:** HRM tries to build and maintain cordial relations between people working at various levels in the organization. In short it tries to integrate human assets in the best possible manner in the service of an organization.

- **Comprehensive Function:** HRM is, to some extent, concerned with any organizational decision which has an impact on the workforce or the potential workforce. The term 'workforce' signifies people working at various levels, including workers, supervisors, middle and top managers. It is concerned with managing people at work. It covers all types of personnel. Personnel work may take different shapes and forms at each level in the organizational hierarchy but the basic objective of achieving organizational effectiveness through effective and efficient utilization of human resources, remains the same. "It is basically a method of developing potentialities of employees so that they get maximum satisfaction out of their work and give their best efforts to the organization".
- **Auxiliary Service:** Auxiliary Service: HR departments exist to assist and advise the line or operating managers to do their personnel work more effectively. HR manager is a specialist advisor. It is a staff function.
- **Inter-disciplinary Function:** HRM is a multi-disciplinary activity, utilizing knowledge and inputs drawn from psychology, sociology, anthropology, economics, etc. To unravel the mystery surrounding the human brain, managers, need to understand and appreciate the contributions of all such 'soft' disciplines.
- **Continuous Function:** According to Terry, HRM is not a one shot deal. It cannot be practised only one hour each day or one day a week. It requires a constant alertness and awareness of human relations and their importance in everyday operations.

Q2. Explain the objectives and scope of HRM.

Ans : (Oct.-20, June-18, Aug.-17)

Scope

The scope of HRM is very wide. Research in behavioural sciences, new trends in managing knowledge workers and advances in the field of training have expanded the scope of HR function in recent years. The Indian Institute of Personnel Management has specified the scope of HRM in the following aspects:

1. Personnel Aspect

This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, lay off and retrenchment, remuneration, incentives, productivity, etc.

2. Welfare Aspect

It deals with working conditions and amenities such as canteens, creches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.

3. Industrial Relations Aspect

This covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes, etc.

Objectives

The principal objectives of HRM may be listed as follows:

- (i) **To Help the Organization Reach its Goals:** HR department, like other departments in an organization, exists to achieve the goals of the organization first and if it does not meet this purpose, HR department (or for that matter any other unit) will wither and die.
- (ii) **To Employ the Skills and Abilities of the Workforce Efficiently:** The primary purpose of HRM is to make people's strengths productive and to benefit customers, stockholders and employees.
- (iii) **To Provide the Organization with Well-trained and Well-motivated Employees:** HRM requires that employees be motivated to exert their maximum efforts, that their performance be evaluated properly for results and that they be remunerated on the basis of their contributions to the organization.
- (iv) **To Increase to the Fullest the Employee's Job Satisfaction and Self-actualization:** It tries to prompt and stimulate every employee to realize his potential. To this end

suitable programmes have to be designed aimed at improving the Quality of Work Life (QWL).

- (v) **To Develop and Maintain a Quality of Work Life:** It makes employment the organization a desirable, personal and social, situation. Without improvement in the quality of work life, it is difficult to improve organizational performance.
- (vi) **To Communicate HR Policies to all Employees:** It is the responsibility of HRM to communicate in the fullest possible sense; tapping ideas, opinions and feelings of customers, non-customers, regulators and other external publics as well as understanding the views of internal human resources.
- (vii) **To be Ethically and Socially Responsive to the Needs of Society:** HRM must ensure that organizations manage human resource in an ethical and socially responsible manner through ensuring compliance with legal and ethical standards.

Q3. How HRM is Evolved?

(OR)

Elucidate the evolution of Human Resource Management.

Ans :

Management of people has taken many twists and turns over the last hundred years especially in India where concepts grew out of necessities of changing times. Some benchmarks can be identified as under:

1. **Concept of Welfare Management (1920-1940's):** In the first two decades of this century; exploitation of labour was an important issue and welfare officers were recruited. Factories Act also gave impetus to this aspect of management. It was not only welfare but also entire management of people which worked in the organizations.
2. **Concept of Personnel Management (1950-1970's):** The role of personnel management was new awareness out of growing interest in western countries about

people management. Human relation movement gave encouragement to this phase. As a result welfare concept expanded to cover establishment and appraisal functions.

3. **Concept of Human Resource Development(1970-1980's):** Training and development had enormous growth after organizational development concept caught the imagination. HRD emphasized the aspects of development and considered each man centre of it.
4. **Concept of Human Resource Management(1980 onwards):** Human resource management refers to holistic approach to manage people. It has welfare, recruitment and establishment role, potential development in a composite framework of management. HRM believes that entire genius of human management has to be treated together and not in parts. In this book personnel management is referred to as an integral part of HRM which courses various dimensions in an effort to give organizations best human inputs not merely as production but also to make people achieve a degree of self-realization.

Q4. Explain in brief about different duties of HR manager.

OR

What are the primary duties of HR manager?

OR

Regardless of the size of the organizations, what are the minimum functions to be performed by HR manager in an organization?

Ans :

Human resource manager performs the three different functions as follows,

1. Line Function

The human resource manager controls and monitors the activities of people functioning in his or her own department and also in the associated spheres such as the plant cafeteria.

2. Co-ordinative Function

The human resource manager carries out the duty which is usually called as "functional authority" by co-ordinating the personnel activities. It is the responsibility of HR manager to make sure that the line managers follow the human resource policies and practices of the firm. For instance, strictly following the policies related to leaves.

3. Staff (Assist and Advise) Functions

The main function of human resource manager is to support and guide the line managers whenever they need. He/ she must give guidance related to personnel aspects of the company's strategic options to CEO. HR manager helps in appointing, providing training, carrying out evaluation, giving rewards, conducting counseling, looking out for promotions and firing off the employees. The HR manager also manages different benefit programs and also facilitates the line managers to follow the equal Employment and occupational safety laws, with the help of which they can deal with the grievances and labour relations.

1.2 FUNCTIONS OF HRM

Q5. Discuss the roles and responsibilities of HR.

(OR)

What are the functions of HRM?

(OR)

Elucidate the functions of HRM.

(OR)

Discuss the operative functions of HRM.

Ans : **(Aug.-21, June-19, Imp.)**

The Functions of HRM can be broadly classified into two categories, viz:

1. Managerial Functions of HRM
2. Operative Functions of HRM

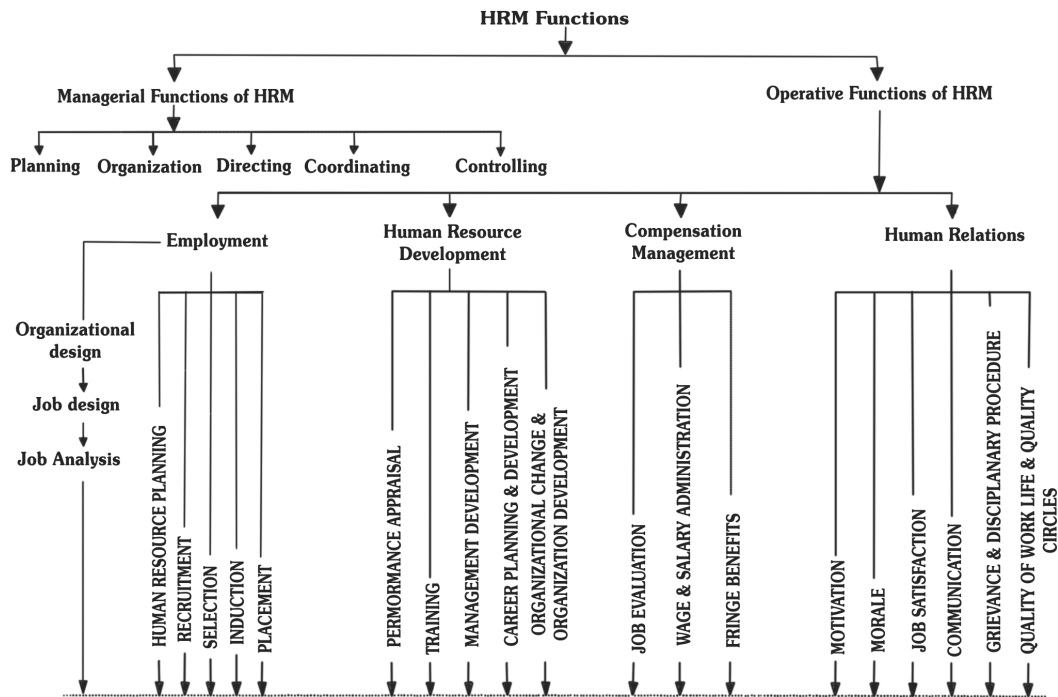


Fig.: Functions of HRM

A) Managerial Functions of HRM

Managing people is the essence of being a manager. A human resource manager performs the functions of planning, organizing, directing and controlling.

1. Planning

Planning may be defined as deciding in advance what is to be done in future. It is the process of thinking before doing. It is a pre-determined course of action. Planning is determination of personnel programs and changes in advance that will contribute to the organizational goals. In other words it involves planning of human resources, requirement, recruitment, selection, training etc. It also involves forecasting of personnel needs, changing values, attitudes and behavior of employees and their Impact on organization.

2. Organizing

Organizing is the process of arranging people and other resources to work together to accomplish a goal. It is essential to carry out the determined course of action. Thus, organization establishes relationships among the employees so that they can collectively contribute to the attainment of company goals.

3. Directing

The next logical function after completing planning and organizing is the execution of the plan. The basic function of personnel management at any level is motivating commanding, leading and activating people. Thus, direction is an important managerial function in building sound industrial and human relations besides securing employee contributions.

4. Coordinating

Organizational objectives will be achieved only if group activities in the enterprise are coordinated effectively. Coordination of personnel is required at all levels of management. Personnel department

coordinates the task of developing, interpreting and reviewing personnel policies and programs related to employees. The final decisions may be left to line managers but personnel department marks suggestions for improvements.

5. Controlling

After planning, organizing and directing various activities of the personnel management, the performance is to be verified in order to know whether the personnel functions are performed in conformity with the plans and directions or not. Controlling also involves checking, verifying and comparing the accruals with the plans, identification of deviations if any and correcting of identified deviations.

B) Operative Functions of HRM

The operative functions of personnel management are related to specific activities of personnel management (figure), viz., employment, development, compensation and relations. All these functions are interacted by managerial functions.

1. Employment

It is the first operative function of Human Resources Management (HRM). Employment is concerned with securing and employing the people possessing required kind and level of human resources necessary to achieve the organizational objectives. It covers the functions such as job analysis, human resource planning, recruitment, selection, placement, induction and internal mobility.

i) Job Analysis: It is the process of study and collection of information relating to the operations and responsibilities of a specific job. It includes:

- a) Collection of data, information, facts and ideas relating to various aspects of jobs including men, machines and materials.
- b) Preparation of job description, job specification, job requirements and employees specification which will help in identifying the nature, levels and quantum of human resources.

- c) Providing the guides, plans and basis for job design and for all operative functions of HRM.

ii) Human Resources Planning: It is the process of getting the right number of qualified people into the right job at the right time. It is a system of matching the supply of people (existing employees and those to be hired or searched for) with openings the organization expects over a given time frame. It involves:

- a) Estimation of present and future requirements and supply of human resources based on objectives and long range plans of the organization.
- b) Calculation of net human resources requirements based on present inventory of human resources.
- c) Taking steps to mould, change, and develop the strength of existing employees in the organization so as to meet the future human resource requirements.
- d) Preparation of action programs to get the rest of human resources from outside the organization and too develop the human resources of existing employees.

iii) Recruitment: It is the process of searching for prospective employees and stimulating them to apply for jobs in an organization. It deals with:

- a) Identification of existing sources of applicants and developing them.
- b) Creation/identification of new sources of applicants.
- c) Stimulating the candidates to apply for jobs in the organization.
- d) Striking a balance between internal and external sources.

iv) Selection: It is the process of ascertaining the qualifications, experience, skill knowledge etc., of an applicant with a view to appraising his/her suitability to a job appraising: This function includes:

- a) Framing and developing application blanks.
 - b) Creating and developing valid and reliable testing techniques.
 - c) Formulating interviewing techniques.
 - d) Checking of references,
 - e) Setting up medical examination policy and procedure.
 - f) Line manager's decision.
 - g) Sending letters of appointment and rejection.
 - h) Employing the selected candidates who report for duty.
- v) **Placement:** It is the process of assigning the selected candidate with the most suitable job in terms of job requirements. It is matching of employee specifications with job requirements. This function includes:
- a) Counseling the functional managers regarding placement.
 - b) Conducting follow-up-study, appraising employee performance in order to determine employee adjustment with the job.
 - c) Correcting misplacements, if any.
- vi) **Induction and Orientation:** Induction and orientation are the techniques by which a new employee is rehabilitated in the changed surrounding and introduced to the practices, policies, purposes and people etc.. of the organization.
- a) Acquaint the employee with the company philosophy, objectives, policies, career planning and development, opportunities, product, market share, social and community standing, company history, culture etc.
 - b) Introduce the employee to the people with whom he has to work such as peers, supervisors and subordinates.
 - c) Mould the employee attitude by orienting him to the new working and social environment.

2. Human Resources Development

It is the process of improving, moulding and changing the skills, knowledge, creative ability, aptitude, attitude, values, commitment etc., based on present and future job and organizational requirements.

This function includes:

- i) **Performance Appraisal:** It is the systematic evaluation of individuals with respect to their performance on the job and their potential for development. It includes:
 - a) Developing policies, procedures and techniques.
 - b) Helping the functional managers.
 - c) Reviewing of reports and consolidation of reports.
 - d) Evaluating the effectiveness of various programs.
- ii) **Training:** It is the process of imparting the employees the technical and operating skills and knowledge. It includes:
 - a) Identification of training needs of the individuals and the company.
 - b) Developing suitable training programs.
 - c) Helping and advising; line management in the conduct of training programs.
 - d) Imparting of requisite job skills and knowledge to employees.
 - e) Evaluating the effectiveness of training programs.
- iii) **Management Development:** It is the process of designing and conducting suitable executive development programs so as to develop the managerial and human relation skill of employees. It includes:
 - a) Identification of the areas in which management development is needed.
 - b) Conducting development programs.
 - c) Motivating the executives.
 - d) Designing special development programs for promotions.

- e) Using the services of specialists, and/or utilizing of the institutional executive development programs.
- f) Evaluating the effectiveness of executive development programs.
- iv) **Career Planning and Development:** It is the planning of one's career and implementation of career plans by means of education, training, job search and acquisition of work experiences. It includes internal and external mobility.
 - a) **Internal Mobility:** It includes vertical and horizontal movement of an employee within an organization. It consists of transfer, promotion and demotion.
 - **Transfer:** It is the process of placing employees in the same level jobs where they can be utilized more effectively in consistence with their potentialities and needs of the employees and the organization. It also deals with:
 - Developing transfer policies and procedures.
 - Guiding employees and line management on transfer.
 - Evaluating the execution of transfer policies and procedures,
 - **Promotion:** It deals with upward reassignment given to an employee in the organization to occupy higher position which commands better status and/or pay keeping in view the human resources of the employees and the job requirements.
 - This function covers the formulating of equitable, fair and consistent promotion policies and procedures.
 - Advising line management and employees on matters relating to promotion.
 - Evaluating the execution of promotion policies and procedures.
 - **Demotion:** It deals with downward reassignment to an employee in the organization:
 - Develop equitable, fair and consistent demotion policies and procedure.
 - Advising line managers on matters relating to demotions.
 - Oversee the implementations of demotion policies and procedures.
 - b) **External Mobility:** External mobility is of two types, viz., accessions and separations.
 - **Accessions:** Accessions are additions of new candidates to the existing employees. Accessions include employment of new candidates, reemployment of former employees, employees called back to work after lay-off, etc.
 - **Separations:** Separations mean termination of employment. They are also called employee turnover. They include:
 - **Voluntary' Quit:** Voluntary quit or resignations by employees when they are dissatisfied with the present job and/or organization, or when they get better employment in other organizations.
 - **Lay-off or Lack of Work:** Organizations terminate the services of employees when the jobs are eliminated or reduced due to adoption to technology or adverse business conditions or lack of power, materials, break-down of machinery', etc.
 - **Disciplinary Lay-off or Discharge:** Organizations terminate the services of employees if they

- are dissatisfied with the performance or conduct of employees.
- Retirement, and
 - **Deaths:** Stages in External Mobility: There are four stages in external mobility, viz.: Exploration, Establishment including mutual recruitment, acceptance to the recruitment conditions, entry, having first job assignment settlement, transfer, promotion and granting of tenure, Maintenance stage, and Decline stage.
- v) **Organization Development:** It is a planned process designed to improve organization effectiveness and health through modifications in individual and group behavior, culture and systems of the organization using knowledge and technology of applied behavioral science.
3. **Compensation Management**
- It is process of providing adequate, equitable and fair remuneration to the employees. It includes job evaluation, wage and salary administration, incentives, bonus, fringe benefits, social security measures, etc.
- i) **Job Evaluation:** Is the process of determining relative worth of jobs:
- a) Select suitable job evaluation techniques.
 - b) Classify jobs into various categories.
 - c) Determining relative value of jobs in various categories.
- ii) **Wage and Salary Administration:** This is the process of developing and operating a suitable wage and salary' program. It covers:
- a) Conducting wage and salary survey.
 - b) Determining wage and salary' rates based on various factors.
 - c) Administering wage and salary programs.
 - d) Evaluating its effectiveness.
- iii) **Incentives:** It is the process of formulating, administering and reviewing the schemes of financial incentives in addition to regular payment of wages and salary. It includes:
- a) Formulating incentive payment schemes.
 - b) Helping functional managers on the operation.
 - c) Review them periodically to evaluate effectiveness.
- iv) **Bonus:** It includes payment of statutory bonus according to the Payment of Bonus Act, 1965, and its latest amendments.
- v) **Fringe Benefits:** These are the various benefits at the fringe of the wage Management provides these benefits to motivate the employees and to meet their life's contingencies. These benefits include:
- a) Disablement benefit.
 - b) Housing facilities
 - c) Educational facilities to employees and children.
 - d) Canteen facilities. Recreational facilities.
 - e) Conveyance facilities.
 - f) Credit facilities.
 - g) Legal clinic.
 - h) Medical, maternity and welfare facilities.
 - i) Company stores.
- vi) **Social Security Measures:** Managements provide social security to their employees in addition to the fringe benefits. These measures include:
- a) Workmen's compensation to those workers (or there dependents) who involve in accidents.
 - b) Maternity benefits to women employees.
 - c) Sickness benefits and medical benefits.
 - d) Disablement benefits/allowance.
 - e) Dependent benefits.
 - f) Retirement benefits like provident fund, pension, gratuity etc.

4. Human Relations

It is the process of interaction among human being. Human relations is an area of management in integrating people into work situation in a way that motivates them to work together productively, co-operatively and with economic, psychological and social satisfaction. It includes:

- i) Understanding and applying the models of perception, personality, learning, intra and inter personal relations, intra and inter group relations.
- ii) Motivating the employees.
- iii) Boosting employee morale.
- iv) Developing the communication skills.
- v) Developing the leadership skills.
- vi) Redressing employee grievances properly and in time by means of a well formulated grievance procedure,
- vii) Handling disciplinary case by means of an established disciplinary procedure.
- viii) Counseling the employees in solving their personal, family and work problems and releasing their stress, strain and tensions.
- ix) Improving quality of work life of employees through participation and other means.

Q6. HRM functions are influenced by a numbers of challenges in competitive environment. Discuss.

(OR)

Narrate the various competitive challenges influencing Human Resource Management.

Ans : (Dec.-20, Oct.-20, Aug.-17)

The various challenges faced by HRM function in the competitive environment are as follows,

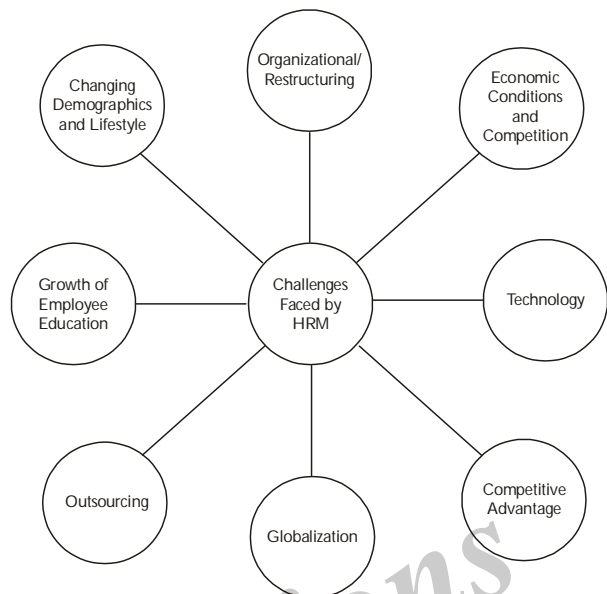


Fig.: Key Issues / Challenges Faced by HRM

1. Growth in Employee Education and Expectation

Today, the workforce is better educated with high motivations and have more expectations about equality and fair dealings at work. A higher educated workforce wants a more meaningful work and involvement in decision making, particularly regarding their working conditions and careers. Thus, HR Managers and organizations find it challenging to meet the expectations of educated employees.

2. Changing Demographics and Life-styles of Workforce

The other challenge being faced by HRM today is the changing nature of the workforce. The demographic changes in the workforce are,

- (a) Growth of women employees.
- (b) Increasing number of young employees.
- (c) Increasing number of working mothers.
- (d) Decline of blue-collar workers, who are giving way to white-collar employees.
- (e) Increasing level of education.

3. Organizational Restructuring/Corporate Reorganization

The next challenge that HRM is facing today is the reorganization resulting from acquisition, merger, divestiture or a takeover threat. HR managers are required to deal with employees problems such as,

- (a) Changes in jobs including new roles and assignments.
- (b) Transfers to new places.
- (c) Changes in compensations and benefits.
- (d) Possibilities of changes in career.
- (e) Changes in corporate culture etc.

4. Economic Conditions and Competition

The changing economic conditions and the threat of competition has posed a great challenge to HRM. In the recent years, the Indian economy has undergone a process of liberalization and has been subjected to structural adjustments. Globalization and Privatization in the recent years increased the competition to a large extent. In such situations, it is challenging for HR managers to develop flexible approaches and strategies, so that their firm is not threatened.

5. Technological Changes

Technology is changing with innovations and improvements like automation, robotics and computerization. In order to meet the requirements, the HRM need to train their employees accordingly.

6. Achieving Competitive Advantage

It is challenging for HRM to achieve a competitive advantage. The organization in this scenario of high competition should try to be unique in the factors like quality, special features like after-sales service, free gifts, coupons etc., to attract a stream of customers towards its products.

7. Globalization

Due to globalization, many foreign firms are entering into the Indian market and are challenging the domestic firms. The internet

is adding fuel to globalization and most of the MNCs are entering into joint ventures with local firms or setting up green field projects. These alliances of MNCs with local firms, benefit the local firms who increase their sales, expand their markets, share the new technology and professionalism of management. Every organization to survive and meet the threat of competition is willing to make an alliance with a foreign collaborator. In this situation, it is a great challenge for HRM to meet these requirements.

8. Outsourcing of HR Activities

In the current scenario, many organizations are outsourcing HR activities like recruiting, training and development etc. For example : Proctor & Gamble has signed a 10-year deal with IBM to handle employee services.

Outsourcing creates a downfall of HR department in an organization (i.e., in outsourcing, an organization can work without HR department). Therefore, it is a big challenge to a HR manager to prove the importance of his department.

1.3 TYPOLOGY

Q7. Discuss about HRM typology.

Ans :

(Imp.)

Alan Speaker, senior vice president at Synergy HR Technologies, developed a conceptual typology which helps in understanding the role of individual human resource articles With the help of typology, human resource activities are categorized into 2 x 2 matrix or basis of two dimensions which are as follows,

1. The degree to which these activities are, relational of transactional and
2. Whether these activities have high or low strategic value.

Transactional and relationship continuum, involves transactional activities at one end which are administrative and impersonal. Many such activities can be computerized and can be performed with low-level of interpersonal skills. The other end of

series, involve activities that demand high-levels of interpersonal skill, political awareness and sensitivity.

Strategic typology of human resource activities involves four quadrants. These quadrants are shown in the figure given below,

1. Quadrant-1

The activities involved in first quadrant are important for human resource executives. High strategic value/relationship activities of first quadrant, directly influence the ability of the firm to execute its competitive strategy successfully. For instance, when there is an unhealthy relationship between firm and its unionized workers, then it leads to restrictive work rules and resistance towards flexible work arrangements, which may act as an obstacle in implementing a low-cost strategy. Similarly, if the firm does not make use of an effective executive compensation program then it leads political infighting and the firm may face difficulty in getting its executives to the company. In such conditions, it is difficult for the firm to progress with a differentiation strategy, as it needs superior customer service. If the firms succeed in these activities, then it helps them to gain a competitive edge over its rivals and develop trustworthy relationships.

2. Quadrant-2

The activities related to planning and design are involved in high strategic value/transactional quadrant. These activities are likely to influence the ability of the firm to execute strategies in the future. This quadrant involves activities like staffing planning, benefits planning, retirement planning etc. If firms do not follow these activities, then it may be difficult to implement strategies effectively. These activities assure that key people are available for executing the firms strategy in future.

3. Quadrant-3

The third quadrant involve activities like payroll, benefits administration, employee records and relocation administration which are low strategic value/transactional activities.

These activities do not have any direct influence on the ability of the firm to execute different strategies. Firms must perform these activities accurately with cost efficiency and on time. If these activities are not performed properly, then it create problems for human resource executives.

4. Quadrant-4

The last quadrant, low strategic/relationship activities consists of employees assistance programs. The activities involved in this quadrant demand significant relationship skills like trust, confidentiality and concern for employee's welfare. These activities have less influence on the ability of the firm to execute its strategies.

1.4 SYSTEM & MATRIX OF HR

Q8. Discuss in detail about the HR system.

Ans :

The system of Human Resources (HR) or Human Resource (HR) System comprise of all the activities and practices of HR, which are interrelated and jointly supportive and collectively work to achieve goals of HRM. According to Huselid (1998), "The HRM system is first and foremost vehicle to implement firm's strategy".

The above HR system is discussed as follows,

1. HR Philosophies

HR philosophies indicate the values and principles which the organization has adopted to manage the people.

2. HR Strategies

HR strategies denote the direction, which the HRM is intending to take to carryout the main areas of activity.

3. HR Policies

HR policies specifies the role of HRM in the organization and it also gives guidelines regarding how HR related aspects should be exercised and implemented.

4. HR Practices

HR practices include the activities of HRM which are related to development and management of people and the employee relationship management.

Q9. What do you mean by matrix of HR? How is it implemented.

Ans :

For carrying out the organizational operations, it is very essential to interact and integrate the activities of all the organizational departments. Matrix management, offers an integrated type of management. It is mainly created for aligning the activities and managing these activities in multiple dimensions.

It is not possible to perform the functions of human resource management in isolation. They need to be aligned either horizontally with the functions, such as production and operations, marketing, finance and research and development or vertically, with the policies and strategies developed by the top organizational levels for serving current and future customers.

HR matrix firstly takes into account the priorities of customers and then aligns the functions the activities of all the departments around the needs of the customers and the activities of all other organizational units. This helps in optimizing the performance and results in attaining the organizational strategies and providing effective service to the customers. The use of HR matrix helps the organizations to reengineer their business processes according to the needs of the customers and strategic requirements.

Implementation

HR matrix management is implemented effectively with the help Of following elements,

1. Horizontal Maps

Horizontal maps are the key elements of the organization, which determines the way in which job should be done, the employees who are responsible for performing the job and provides the needed support for managing all the organizational processes.

These maps are required for all the business processes in which the customer or supplier relationships should be included within and among the processes, the products produced the owner of each process and the framework of steering council that supervises the process.

2. Steering Councils

Horizontal councils are formed for controlling the process at each level from top to bottom and supervising each cross functional horizontal segment. Each council, consists of leaders and is headed by a segment owner.

3. Shared and Individual Objectives

The members of all the councils work collaboratively and are jointly responsible for the results. These shared objectives are divided into individual objectives, for which the individual members are responsible.

4. Proactive Accountability

Instead of following the procedures and rules, the council members emphasize on actions. So, the members do not wait for the person holding the authority to act and they themselves act at the right time. All the members are given the authority to perform the tasks, which leads to proactive accountability.

5. Project System

Work can be completed either through projects or by business processes. So, it is very essential to manage strategic plan.

6. Business Process Management

It is very much essential to manage business processes, as they get deteriorated. A business process council consists of business process leaders, who manage functions and is headed by an owner.

7. Team Based Methods

Organizations are mostly managed by teams. So, for carrying out the work collaboratively, the teams require some common team based methods.

1.5 HRM MODELS

Q10. Explain the various Models of HRM.

Ans :

(Nov.-21, Dec.-20 Oct.-20)

The selection, training and continued development of the organization's most important resource is crucial to strategy at any level, whether corporate, business, operations or functional.

HRM essence and applicability to operations strategy can be encapsulated in three integrated models :

1. Michigan Model
2. Harvard Model
3. Warwick Models

These are explained below :

1. Michigan Model

The function of the model is to link HR practices and business requirements by emphasizing the importance of human resources. People are resources and should be managed in a way that is consistent with organizational requirements. The fit or congruence between organizational strategy and effectiveness is under-pinned by human resources. Thus, human resource management and human resource systems (i.e., selection, performance appraisal, rewards and development) should support business goals.

The model prompts us to consider the importance of developing human resource practices that are aligned to the type of strategy being pursued. This does have shortcomings, however. HRM is depicted rather negatively, in a reactionary manner that reduces the importance of such resources and may lessen motivation. In addition, it is assumed that strategy is always planned and rational.

Despite the existence of generic strategies, there is still much overlap in terms of positioning and approaches such as differentiation and cost leadership are often not mutually exclusive. Strategy can be incremental and has much to do with process rather than content alone; similarly HRM practices are not always as narrow and clear cut as merely selection, performance appraisal, rewards and development.

2. Harvard Model

The Harvard model was developed at Harvard University by Professor Michael Beer. It opens avenues for a sophisticated analysis of how the people management function might have an impact on business strategy.

The analytical framework of the 'Harvard model' consists of six basic components :

- i) Situational factors,
- ii) Stakeholder interests,
- iii) HRM policy choices,
- iv) HR outcomes,
- v) Long-term consequences,
- vi) A feedback loop through which the outputs flow directly into the organization and to the stakeholders.

The Harvard model for HRM is shown in figure :

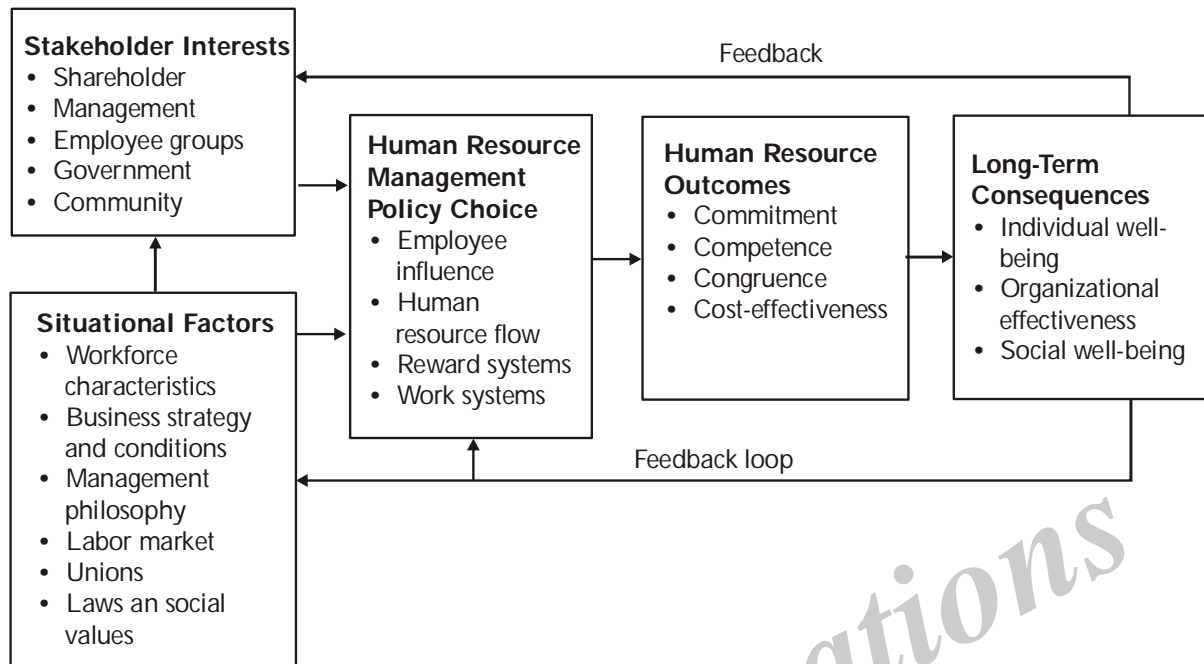


Fig.: Harvard Model of Human Resources Management

(i) Situational Factors

They influence management's choice of HR strategy. This normative model incorporates workforce characteristics, management philosophy, labor market regulations, societal values and patterns of unionization, and suggests a meshing of both 'product market' and 'socio-cultural logics'. Analytically, both HRM scholars and practitioners will be more comfortable with contextual variables included in the model because it conforms to the reality of what they know: 'the employment relationship entails a blending of business and societal expectations'.

(ii) Stakeholder Interests

The stakeholder interests recognize the importance of 'trade-offs', either explicitly or implicitly, between the interests of owners and those of employees and their organizations, the unions. Although the model is still vulnerable to the charge of 'unitarism', it is a much more pluralist frame of reference than that found in other model.

(iii) Policy Choices

HRM policy choices emphasize that management's decisions and actions in HR management can be fully appreciated only if it is recognized that they result from an interaction between constraints and choices. The model depicts management as a real actor, capable of making at least some degree of unique contributions within environmental and organizational parameters, and of influencing those parameters itself over time.

(iv) HR Outcomes

They are high employee commitment to organizational goals, and high individual performance leading to cost-effective products or services. The underlying assumptions here are that employees have talents that are rarely fully utilized at work, and that they show a desire to experience growth

through work. Thus, the HRM model takes the view that employment relations should be managed on the basis of the assumptions inherent in McGregor's approach to people-related issues, which he labeled 'Theory Y'.

(v) Long-Term Consequences

The long-term consequences distinguish between three levels :

- a) Individual,
- b) Organizational, and
- c) Societal.

At the level of the individual employee, the long-term outputs comprise the psychological rewards that workers receive in exchange for effort. At the organizational level, increased effectiveness ensures the survival of the organization. In turn, at the societal level, as a result of fully utilizing people at work, some of society's goals (e.g., employment and growth) are attained. Strength of the Harvard model is the classification of inputs and outcomes at both the organizational and the societal level, creating the basis for a critique of comparative HRM. A weakness is the absence of a coherent theoretical basis for measuring the relationship between HR inputs, outcomes and performance.

(vi) Feedback Loop

A feedback loop is the sixth component of the Harvard model. As the situational factors influence HRM policy and choices. Conversely, however, long-term outputs can influence the situational factors, stakeholders' interests and HR policies. The feedback loop in figure reflects this two-way relationship.

The Harvard model clearly provides a useful analytical basis for the study of HRM. It also contains elements that are analytical (i.e., situational factors, stakeholders, strategic choice levels) and prescriptive (i.e., notions of commitment, competence, etc.). Harvard model includes :

(i) Human Resource Flows

Activities related to managing the flow of people in, through 'and out of the

organization - recruitment and selection, placement, development, performance appraisal, promotion and termination.

ii) Reward Systems

Implies everything that is related to attracting and retaining employees - pay systems, motivation and benefits.

iii) Employee Influence

Levels of employee power and authority and the way these systems are designed.

iv) Work Systems

The way work is designed and the arrangement of tasks and technology to achieve optimal performance and results.

The model recognizes different stakeholders as each having their own objectives - shareholders, management, employees and unions, government and the community. Outcomes that need to be achieved within these different policy domains and among the different stakeholders involved are called the four Cs :

(i) Commitment

By employees to their work and organization.

(ii) Congruence

Between the objectives of the various stakeholders - employees and their families, the organization and its objectives, shareholders, community and society at large.

(iii) Competence

Both now and in the future. To what extent can one attract, keep and develop the skills and knowledge of the people involved.

(iv) Cost Effectiveness

The consequences of certain policies in terms of wages, benefits, turnover, motivation, employment and so on. Costs can be considered at individual, group, and organizational and societal levels.

The model focuses upon the management role and integrates stakeholders as well as the content and process of HRM and the strategy. Management develops a vision of how employees

are treated and involved in the organization. This is translated from strategy formulation into HRM practices and employee behaviors, with management as the driving force.

3. Warwick Models

The Warwick models provide a more balanced viewpoint in which processes and context are at the forefront. In reviewing the transition of HRM, Sparrow and Hilltrip suggest the following starting point:

- i) Strategy should not be seen as a ready-formed output to which HRM can be easily molded. Changes in HRM areas (i.e., culture, structure, etc.) can precede and even shape strategy in a bottom-up fashion.
- ii) Changes in strategy and HRM often have long timescales. As such, the process of change is as important as the output. In addition, this process is often anything but rational.

The Warwick models emphasize a number of different HRM context-specific pathways that can achieve the same end result. However, they are less prescriptive and not seen as a best practice example that can easily be transferred from one company to another.

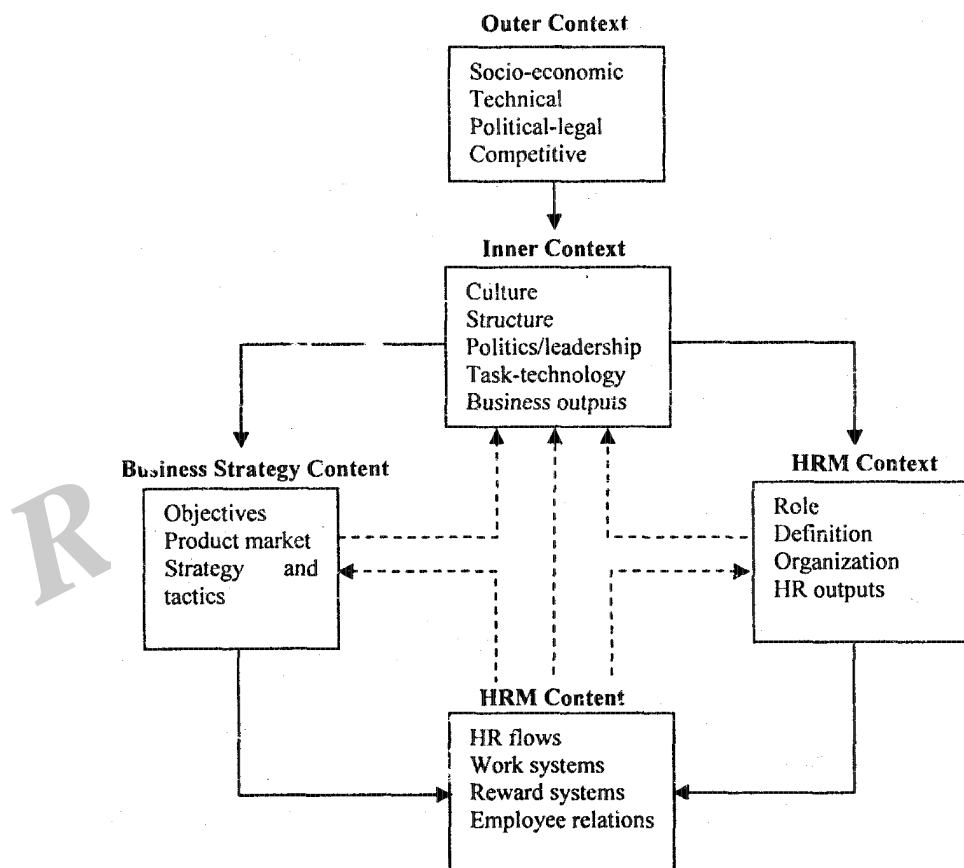


Fig.: Warwick Model of Human Resource Management

The Warwick model emanates from the Center for Corporate Strategy and Change at the University of Warwick, U.K., and with two particular researchers: Hendry and Pettigrew. The Warwick model extends the Harvard framework by drawing on its analytical aspects. The model takes cognizance of business strategy and HR practices, the external and internal context in which these activities take place and the processes by which such changes take place, including interactions between changes in both context and content.

The strength of the model is that it identifies and classifies important environmental influences on HRM. It maps the connections between the outer (wider environment) and inner (organizational) contexts, and explores how HRM adapts to changes in the context. The implication is that those organizations achieving an alignment between the external and internal contexts will experience superior performance. A weakness of the model is that the process whereby internal HR practices are linked to business output or performance is not developed. The five elements of the model, shown in figure 1.9 are :

- i) Outer context,
- ii) Inner context,
- iii) Business strategy content,
- iv) HRM context, and
- v) HRM content

Q11. Explain the stakeholders and integrated models of HRM.

Ans : (Nov.-21, Dec.-20, Oct.-20)

The stakeholders and integrated model of HRM explains that the organization and its employees are tied in a strategic relationship. According to this model, the goals of an organization are set based on the different interests of different stakeholders (i.e., customers, shareholders, government, employees, general public, suppliers and vendors, financial institutions etc.). The interests of stakeholder may include,

1. **Customers:** They want the products of best quality at low prices.
2. **Government:** It wants the business to be a responsible corporate citizen.
3. **Shareholders:** They expect the business to provide them higher profits and maximize wealth.
4. **Employees:** They expect the organization to provide them with a good work environment and best terms of employments (such as pay, job and working hours etc).

5. **General Public:** It hopes for a business which behaves in an ethical and socially responsible manner.
6. **Financial Institutions:** They want the businesses to make speedy payment of loans along with interest.
7. **Suppliers and Vendors:** They expect the business to remain in a long-term partnership with them.

1.6 ALIGNING HR STRATEGY WITH CORPORATE STRATEGY

Q12. Explain how HR strategies are aligning with corporate strategy.

(OR)

How do you align HR strategy with corporate strategy.

Ans :

Alignment of HR strategy of an organization with its corporate strategy is very important because it is the human capital that works to achieve the organizational goals. The organization should see to it that the following aspects are in place to ensure the alignment of HR strategy with the corporate strategy.

1. **The Actions of HR Department should Support the HR Strategy:** To make sure that the HR strategy of an organization is completely aligned with the corporate strategy, the actions of HR department should be checked. If the actions of HR department (in terms of how they spend time and resource) do not match with the objectives of HR strategy, then the chances of HR strategy supporting the corporate strategy will become less. For example, the HR strategy is to retain the employees in the organization. But the HR department is engaged in activities and programmes which have nothing much to do with HR strategy. In such a case, the HR strategy will not support the corporate strategy.

2. There should be a Cause-Effect Relationship between the Components of HR Strategy and the Components of Corporate Strategy:

The organization should make sure that some of the components of HR strategy should strongly support the components of corporate strategy. For example, an organization has developed a 'corporate strategy' which focuses on the "satisfaction of customer" and one of the components of corresponding HR strategy is to enhance "employee retention". Now, it is a well-known fact that employees retained for a long-period of time tend to perform better and serve customers effectively. This shows that how the HR strategy (cause) has an effect on corporate strategy.

3. Weight should be Assigned to Each Component of HR Strategy:

The HR department should assign weight to each component of HR strategy based on their importance. This will help the HR department in effective allocation of resources and time. For example, the corporate strategy is to "enhance customer satisfaction" and the HR department assigns a weight of 50% to the "enhancement of customer satisfaction" and 7% weight is allocated to "reduction of errors". This shows that 50% of the time and resources will be directed towards "customer satisfaction" and less of the time and resources on fixing errors. As a result, the HR strategy will be aligned with the corporate strategy.

4. Other Important Aspects: The HR strategy is said to be aligned with corporate strategy if,

- (a) The contribution of HR department to the corporate strategy is 25% of all the functions contributing to goals of corporate strategy.
- (b) HR strategy helps in measuring the outcomes like revenue per employee, staff turnover, leadership strength etc., which are all relevant for corporate strategy.

- (c) The achievements of HR are listed out in the annual report of the company.
- (d) The experts from outside the company evaluated the HR strategy and considered it to be in alignment with the corporate strategy.
- (e) Senior managers are ready to contribute money for the implementation of HR strategy.
- (f) HR department rewards the employees for the activities of HR strategy that support corporate strategy.

1.7 HRIS

Q13. Define Human Resource Information System (HRIS). State its components.

Ans : (Aug.-21)

Meaning

Human resource manager needs considerable information data relating to all areas of HRM. A comprehensive data system is, therefore, necessary to fulfill the HR informational needs of an organization. The concept of Human Resource Information System (HRIS) has been derived from the concept of Management Information Systems (MIS). MIS is defined as systematic collection, maintenance, and retrieving data for providing support to the operations, management, analysis, and decision-making functions in an organization.

Human resource information system (HRIS) is a systematic procedure for collecting, storing, maintaining, and retrieving data needed by an organization about its human resources and various activities that are relevant for their management. From the manager's perspective, an HRIS can be used to support strategic decision-making, to avoid litigation, to evaluate programs or policies, or to support daily operating concerns.

Components

This HRIS is not only prepared for an industrial, service or government organization but also for the entire city, district, state or country. In order to eliminate human resource problem of any kind, HRIS comes to the rescue and provides the

services of hiring human resources, maintaining the complete record of human resources. It can at any moment show the supply of human resources available. The figure shows how the HRIS works.

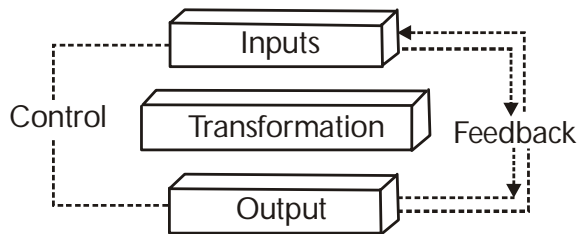


Fig.: Components of HRIS

1. Inputs

The input of HRIS includes information related to employees such as education, age, experience, training, present status, present salary, whether promoted or not, organization's policy past and present, procedures past and present and other necessary detailed information relating to the human resources in the organization. The computerized human resource information system is in all respect superior to manual system, which is time consuming and not so cost effective. The most important benefit of the system is that the information is available immediately as and when required.

2. Transformation

The information fed to the computer can be transformed into more meaningful and necessary information that is exactly required by the organization. This is the conversion stage of computerized HRIS. The information transformed into meaningful calculation is very useful to the managers and organization as well. This works as a decision support system, which aids in making appropriate decisions.

3. Output

Output refers to the printouts of the transformed material from the computer printer like salary- statement, report on performance of an employee, budget

estimates, etc. All these can be had in the form of printouts, terminal screens etc. A well knit HRIS acts as a worthy decision support organism of a very high quality. The high quality output must be accurate, relevant, consistent, readable and comprehensive.

4. Feedback and Control

Whether the output obtained is relevant and useful or not must be known. The method of ensuring it is known as feedback. Feedback establishes control over the system.

Q14. Explain the need of HRIS.

Ans :

1. Large Organizations

For large organizations that employ very large number of people, it becomes necessary to employ HRIS.

2. Geographically Dispersed Company

In a geographically dispersed company, every office requires timely and accurate information about manpower. If information is stored in multiple locations, costs and inaccuracy will increase.

3. Several Labor Laws

An employer has to comply with several labor laws. Modern day compensation package is complex consisting of many allowances and deductions. A computerized information system would store and retrieve data quickly and correctly enabling the employer to comply with statutory requirements.

4. Quick Access

With the help of a computerized personnel information system, employee records and files can be integrated for fast retrieval, cross-referencing and forecasting.

5. Adaptation to Changes

Necessary flexibility for adaptation to changes in environment can be built into a mechanized information system.

Q15. State the objective of HRIS.

Ans :

1. To enhance the ability of the human resource management to leverage and absorb new and emerging opportunities and challenges in the business horizons.
2. To ensure efficient collection, storage, and distribution of HR-related information in a paperless work environment.
3. To create an HR information hub for the whole organization, this facilitates effective people-to-people and people-to-information contacts.
4. To establish an integrated system for achieving an efficient and purposeful integration of various human resource functions and effective deployment of strategic human resources.
5. To facilitate faster processing of information and more effective decision-making to the optimum use of the available human resources.
6. To enable the HR managers to devote more time to strategic issues by relieving them from routine operations through the Employee Self-Service Systems (ESS). The ESS in the HRIS lets the employees have direct access to select information without disturbing the HR manager.
7. To facilitate employees' direct and online access to information on training, payroll, and other relevant matters.
8. To maximize the accuracy, reliability and validity of workforce records, and eliminate the cost and wastages associated with the manual maintenance of HR records.

Q16. Explain various steps involved in HRIS.

Ans :

As with any major change, proper planning is an absolute necessity for successful implementation of an HRIS. The steps outlined below describe the specific procedures involved in successfully developing and implementing an HRIS.

Step 1: Inception of Idea

The idea having an HRIS must originate somewhere. The originator of the idea should prepare a preliminary report showing the need for an HRIS and what it can do for the organizations.

Step 2: Feasibility Study

Feasibility study evaluates the present system and details the benefits of an HRIS. It evaluates the cost and benefits of an HRIS.

Step 3: Selecting a Project Team

Once the feasibility study has been accepted and the resources allocated project team should be selected. The project team should consist of an HR representative from both management information systems and payroll.

Step 4: Defining the Requirements

A statement of requirements specifies in detail exactly what the HRIS will do. A large part of the statement of requirements normally deals with the details of the reports that will be produced. Naturally, the statement also describes other specific requirements. This typically includes written descriptions of how users collect and prepare data, obtain approvals, complete forms, retrieve data, and perform other non-technical tasks associated with HRIS use. The key is here is to make sure that the mission of the HRIS truly matches management's needs for an HRIS.

Step 5: Vendor Analysis

This step determines what hardware and software are available that will best meet the organization's needs for the lowest price. This is a difficult task. The best approach is usually not to ask vendors if a particular package can meet the organization's requirements but how it will meet the organization's requirements but how it will meet those requirements.

Step 6: Package Contract Negotiation

After a vendor has been selected, the contract must be negotiated; the contract stipulates the

vendor's responsibilities with regards to software installation, service, maintenance, training, and documentation.

Step 7: Training

Training usually begins as soon as possible after the contract has been signed. First the HR members of the project team are trained to use the HRIS. Towards the end of the implementation, the HR representative will train managers from other departments in how to submit information to the HRIS and how to request information from it.

Step 8: Tailoring the System

This step involves making changes to the system to best fit the needs of the organization. A general rule of thumb is not to modify the vendor's package, because modifications frequently cause problems. An alternative approach is to develop programs that augment the vendor's program rather altering it.

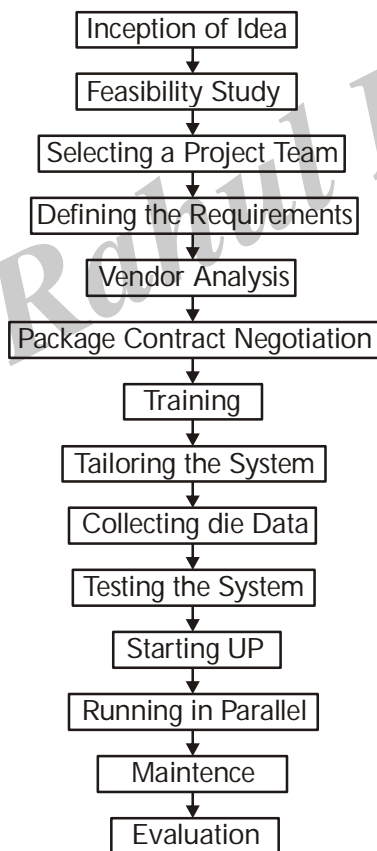


Fig.:

Step 9: Collecting die Data

Prior to start-up of the system, data must be collected and entered into the system.

Step 10: Testing the System

Once the system has been tailored to the organization's needs and the data entered, a period of testing follows. The purpose of the testing phase is to verify the output of the HRIS and to make sure it is doing what it is supposed to io.

Step 11: Starting Up

Start-up begins when all the current actions are put into the system and reports are produced. It is wise to attempt start-up during a lull period so that maximum possible time can be devoted to HRIS. Even though the system has been tested, some additional errors often surface during start-up.

Step 12: Running in Parallel

Even after the new HRIS has been tested, it is desirable to run the new system in parallel with the old system for a period of time. This allows for the comparison of outputs of both the system and examination of any inaccuracies.

Step 13: Maintenance

It normally takes several weeks or even months for the HR people to feel comfortable with the new system. During this stabilization period, any remaining errors and adjustments should be handled.

Step 14: Evaluation

After the HRIS has been in place for a reasonable length of time, the system should be evaluated. Is the HRIS right for the organization and is it being properly used? Following the above steps when implementing an HRIS will not guarantee success, but it will increase the probability.

Q17. Explain the usefulness of information systems in HR.

Ans : (Nov.-21)

1. Personnel Administration

HRIS is used to maintain/administer personnel/ employee details such as name, address, date of birth, date of joining, phone number etc.

2. Leave/Absence Management

HRIS can be used in leave/absence management by maintaining record of leave history of each employee. It reduces malpractices in calculation of wages for each employee.

3. Medical History

HRIS is also useful in keeping record of occupation health data which is necessary for industrial safety purposes, monitoring accidents etc.

4. Collective Bargaining

HRIS carried out through computer terminal offers latest and required information, facts and figures which facilitate in collective bargaining. HRIS facilitates in maintaining good human relations in the organization.

HRIS Security and Privacy

The security and privacy of employees is very important. It is the responsibility of HR department to ensure security and privacy of HRIS. For this purpose, the HR department should consider the following points,

1. People/employees should be given limited access to HRIS. It is important to lack the rooms that contain sensitive and confidential information and computers.
2. Specific portions of the database must be given access using the special codes and passwords.

Q18. Explain the Merits and Demerits of HRIS.

Ans : (June-18)

Merits

1. Effective Use of Human Resources

The chief benefit of an HRIS is the optimum and strategic use of human resources in an organization. Since there is a complete visibility in all the activities performed by the employees, it prevents duplication in the employee efforts by tracking people as they move through the system. It also ensures that all their activities are aligned to the enterprise objectives properly. Finally, an HRIS standardized the processes for key HR functions which ensure that there is uniformity in the performance of the HR activities in the entire organization.

2. Ability to Manage Voluminous Data

The inherent ability of an HRIS is its capacity to store, manipulate, retrieve and distribute large volumes of data within the shortest possible time. It is certainly unmatched in analyzing complex, voluminous and heterogeneous data and in guiding their interpretation and reporting. In fact, an HRIS is variedly described as a transaction processor, editor and record-keeper. An HRIS can handle large data. This requires reconciliation with high speed and great accuracy, which is very difficult to accomplish in any manual operation.

3. Reduction in Labor Cost

An HRIS has the ability to reduce the labor requirement in the HR department significantly. When there is a decrease in the labor requirement, the labor cost, which is a recurring cost to the organization, is kept down. For example, automating the HR processes, like hiring through the applicant tracking system, lowers the time-to-hire and cost-per-hire considerably.

4. Faster and Effective HR Decisions

Since the decision support system of an HRIS is capable of generating as many alternative decisions as possible for solving a problem, the managers can make the best decisions quickly and precisely. Certainly, a timely decision enables the organization to capitalize quickly on the opportunities rising in the business environment.

5. Better Supervision and Control over Human Resources

The effectiveness of supervision and control exercised by the managers over the employees is certainly superior in an HRIS environment as compared to that in a manual environment. This is because all the activities of the employees are monitored round the clock on a real-time basis through HRIS. Besides, the managers are also spared of any physical supervision of the employees. Since supervisory requirements are less, the organization can also save on the cost of supervision.

6. Optimum Security and Confidentiality

Preserving the security and confidentiality of the employee data is a major problem for many organizations. They can keep their employees' records safer through an HRIS by limiting access to such information. They can use password and other authorization requirements to prevent any unauthorized access to valuable and sensitive information about the employees.

7. Anytime, Anywhere Access

HRIS enables its users to have anytime, anywhere access with multiple channels for task performance and reporting. It removes the need for the users to be within the premises to have access to the information available in the HRIS. E-mail, Web, Windows forms, SMS and Voice are some of the forms used prominently for accessing an HRIS in normal circumstances.

8. Better Focus on Strategic Activities by Managers

The automation of HR managers' routine administrative activities like attendance tracking, work scheduling, etc., allows them to devote more time to strategic planning tasks. HRIS enables the HR manager to perform from the top levels of the management by involving themselves in strategic decision-making processes. In fact, the HRIS has drastically changed the job characteristics and job expectations of the managers with a growing strategic role pressure.

9. Better Statutory Compliance

Since all statutory provisions are usually incorporated in an HRIS, it ensures that these provisions are strictly adhered to. When employees overlook any of the regularly provisions even unintentionally while performing HR activities, it may invite legal troubles for the organization. This can be completely avoided when employees perform through the HRIS. For example, if there are statutory provisions regulating the recruitment, these provisions must be included as in built features in the applicant tracking system. The system should automatically seek this information and consider it, while determining the suitability of the applicant for the job. As a result, costly and time-consuming litigations can be avoided by the organization.

10. Meeting the Future Challenges and Changes of HRM

The historical role of HR managers has undergone drastic changes in the recent past with the changes in the labor market characteristics. With the increasing presence of knowledge workers in organizations, the role of HR managers has undergone tremendous changes and so have the management's expectations from the HR department. Besides, the mergers and acquisitions along with globalization have simply internationalized the HR operations, bringing in a sharply diversified workforce.

Certainly, the role of HR managers receives an increased status in organizations when compared to earlier years. Thus, the HR managers should be prepared to perform more complex administrative operations in future for which they should inevitably depend on the sophisticated HRIS. In fact, these systems increase administrative efficiency and produce reports capable of improving decision-making.

Demerits

While the human resource information system, has many benefits but, it also has many problems which need to be addressed to before it can really be useful. Some of them are described below :

1. It can be expensive in terms of finance and manpower requirements.
2. It can be threatening and inconvenient to those who are not comfortable with computers. For computerized information to be useful at all levels there is an urgent need for large-scale computer literacy.
3. Often the personnel designing HRIS do not have a thorough understanding of what constitutes quality information for the users. Thus, its user managers do not get exactly the reports which they want. Producing information that is of quality to the users requires an investment in time, effort and communication on the art of 'IRIS managers.
4. Computers cannot substitute human being. Human intervention will always be necessary. Computers can at best aid the human effort. The quality of response is dependent upon the accuracy of data input and queries fired. The 'Garbage-In Garbage-Out' (GIGO) is the key expression in any computerized system.
5. In many organizations, the system is operated in batch mode with the records being updated once a week. Online facility in multi-user environment need to be developed so that the reports generated are not out of phase with the realities. In many a situation, the stale information is as good as no information.

1.8 E-HRM

Q19. Define e-HRM. Explain the goals of e-HRM.

Ans :

(Imp.)

Definition

E-HRM has been defined as "a way of implementing HR strategies, policies and practices in organizations through a conscious and directed support of and/or with the full use of web-technology-based channels" or more recently, and more broadly, as "the planning, implementation, and application of information systems for both networking and supporting actors in their shared performing of HR activities".

Automated HR tasks and practices are transforming the traditional paper-and-pencil, labour-intensive HR tasks, into efficient, fast-response activities that enable companies to anticipate and profit from environmental shifts to create a much-needed competitive advantage.

In other words, E-HRM is a way of implementing HRM strategies, policies and practices in an organization through directed support of web technology-based channels.

E-HRM is the relatively new term for this IT-supported HRM, especially through the use of web technology. E-HRM has the potential to change the way traditional HRM functions are performed. For example in the analysis and design of work, employees in geographically dispersed locations can work together in virtual teams using videos, e-mail, etc. Under recruitment function, job openings can be posted online, and candidates can apply for jobs online.

On compensation and benefits issues, e-HRM will make it easy for employees to review salary and bonus information and seek information about bonus plans.

E-HRM is the planning, implementation, and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities. E-HRM is not the same as HRIS, which refers to ICT systems used within HR departments. It is different from that of Virtual HRM.

According to Nrupa Rajhans (2012), "E-HRM costs lower and improves efficiency by reducing paperwork and streamlining workflow, automating redundant HRM tasks, empowering employees to embrace a self-service HRM delivery system, keeping the company workflow fully informed about all important HR compliance issues and corporate events, speeding up the response time of HRM systems, ensuring that more informed decisions are made, and improving time management."

Goals of E-HRM

- Reducing cost, improving HR services, and improving strategic orientation.
- HR managers can make a human resource plan more quickly and accurately, make decisions faster, define jobs more clearly and enhance communication with the employees and the external community.
- E-HRM is seen as offering the potential to improve services to HR department clients (both employees and management), improve efficiency and cost-effectiveness within the HR department, and allow HR to become a strategic partner in achieving organizational goals.
- And finally, e-HRM creates standardization, and with standardized procedures, this can ensure that an organization remains compliant with HR requirements, thus also ensuring more precise decision-making. E-HRM has increased efficiency and helped businesses reduce their HR staff by reducing costs and increasing the overall speed of different processes.

- E-HRM also has relational impacts for a business; enabling a company's employees and managers with the ability to access HR information and increase the connectivity of all parts of the company and outside organizations. This connectivity allows for communication on a geographic level to share information and create virtual teams.
- Within a system of e-HRM, it is possible for line managers to use desktop computers to arrange and conduct appraisals, plan training and development, evaluate labor costs, and examine indicators for turnover and absenteeism.
- Employees can also use a system of e-HRM to plan their personal development, apply for promotion and new jobs, and access a range of information on HR policy.
- The empowerment of managers and employees to perform certain chosen HR functions relieves the HR department of these tasks, allowing HR staff to focus less on the operational and more on the strategic elements of HR, and allowing organizations to lower HR department staffing levels as the administrative burden is lightened.

Q20. Explain different types of e-HRM.

Ans :

There are three types of E-HRM.

1. Operational.
2. Relational
3. Transformational

These are described respectively as:

1. Operational

Operational E-HRM is concerned with administrative functions payroll and employee personal data.

2. Relation

Relational E-HRM is concerned with supporting business processes by means

of training, recruitment, performance management and so forth.

3. Transformational

Transformational E-HRM is concerned with strategic HR activities such as knowledge management, strategic re-orientation. An organization may choose to pursue E-HRM policies from any number of these tiers to achieve their HR goals.

Q21. State advantages and disadvantages e-HRM

Ans :

Advantages

E-HRM is not suitable for organizations where employees are not prepared to accept or use it. Major benefits/advantages of E-HRM are as follows:

- Improving quality services.
- Ensuring efficient services at an amazing speed.
- Facilitating routine tasks like record keeping, maintaining the portfolio, collecting and storing relevant information regarding the human resource.
- Helping the reduction of costly time and labor.
- Improving accuracy and reducing human bias.
- Making, reporting and analyzing data quickly.
- Benefiting everyone through standardization and automation.
- Handling bundles of employee data from multiple locations fairly and quickly.
- Performing crucial functions of HRM such as recruitment, selection, training, and development by using web-based technology.
- Playing decisive roles towards a paperless office.
- Maintaining anonymity of staff in evaluation/feedback giving.

Disadvantages

Demerits/Limitations of E-HRM are listed below:

1. It involves a high cost to maintain and implement E-HRM.
2. It is difficult to maintain the confidentiality of the input data.
3. Electronic media are vulnerable, which may be attacked by viruses from anywhere on the Internet. Contracting a virus can disable your HR management system severely enough to render it unusable for an indeterminate time. E-HRM is subject to corruption, hacking or data losses.
4. Computers and their associated programs are only as effective as their human users, data entry errors can and do occur. In HR management systems, such errors can have grave consequences.
5. Organizations need to invest more on training and development before adopting e-HRM.

Q22. Explain various tools of e-HRM.

Ans :

Electronic aspect is embodied in all the areas of HRM where there is transmission of information from one employee to another and from one client to the another, both internally and in the processed form is highly essential in most of the functions and activities of HRM.

(i) E-Recruitment

Organizations advertise the job vacancies through the World Wide Web (www) or send the information directly to the most competent people through e-mail. The job seekers send their applications through e-mail using the internet. Alternatively, job seekers place their CVs in the World Wide Web through various sites like hot jobs.com and jobs.com, which can be drawn by the prospective employers depending upon their requirements.

(ii) E-Selection

E-selection has become popular with the conduct of various tests through on-line, contacting the candidates through e-mail and conducting the preliminary interviews and final interview through audio-conferencing and video-conferencing. Further, the employers get the reference letters/ opinions from the referees through e-mail.

(iii) E-Training and Development

Companies started providing on-line training and on-line executive development. Employees learn various skills by staying at the place of their work. Participants complete course work from wherever they have access to computer and internet.

E-learning via intranet/internet is now a global phenomenon and is central to training and development in many companies. E-learning represents the total category of technology-based learning while on-line learning is synonymous with web based learning. The term e-learning covers a wide set of applications and processes, including computer-based learning, web-based learning, virtual classrooms and digital collaboration.

E-learning is enabled by the delivery of content via all electronic media, including the internet, intranets, extranets, satellite broadcast, audio/video tape, interactive TV and CD-ROM. The content of various training and executive development programmes are placed on the internet/ intranet and the trainees are supplied with the audio/video tapes and CD-ROM. The trainees move on to the programmes relevant for their skill development based on training needs. They go through the content, which is modeled based on the interactive sessions and acquire the necessary skills.

E-Training provides a complete, scalable and open infrastructure that allows organizations to manage, deliver, and track employee training participation in on-line or classroom-based environments. Trainees interact with content and or trainers at their

own pace. Managers set the business flow from order processing to delivery and performance management to training output automatically. E-training systems deploy content to global learners, makes use of mixed media and multiple learning modalities. E-training, provides learning opportunities not only to employees, but to customers and all other stakeholders by providing one-stop administration, automate catalogue distribution and enrolment, and collaborative sites with other strategic partners.

Thus, E-Training and Development Provides for:

- i) Storing e-learning modules and enables trainee to select appropriate modules to meet specific learning needs
- ii) Analysing training recommendations based on performance review reports and training needs
- iii) Arranging for off-the-job courses
- iv. Informing employees about training arrangements
- v) Handling correspondence about training details
- vi) Generating instructions, and vii. Storing progress reports.

Advantages of E-Training and Development:

- i) E-training helps the employees specify corporate competencies and build up knowledge management strategies.
- ii) The HR department gets the IT department to its side; and
- iii) Training material will be available more widely.

(iv) E-Performance Management

Several software packages are developed to measure employee performance and offer suggestions for improvement of employee performance. Many employers tend towards using these software packages and computerize the employee performance appraisal systems.

The software on employee performance appraisal provides a number of statements and sub-statements on each of the performance categories. The appraiser selects and clicks the appropriate rating for each statement. The system generates a detailed report, by the time the appraiser has moved all the performance categories and sub-factors. This report can be modified, comments can be added or deleted by the appraiser and a final report can be prepared by the manager.

Further, organizations use computer networks, sophisticated telephone systems, and video equipment to monitor and record the employee work activities.

Advantages of E-Performance Management are:

- i) Managers can manage a greater number of employees with less effort.
- ii) Appraising performance can be done in less time; and
- iii) Employees can also know the areas/categories of appraisal, ratings of appraisal.

1.9 HRMS

Q23. What is HRMS? Explain the importance of HRMS.

Ans :

(Imp.)

Meaning

HRMS or Human Resource Management System is essentially a human resource software which meticulously combines all the different HR processes and systems to ensure easy management and smooth functioning of data, human resources and different business processes.

The application of HRMS is aimed at enhancing the performance of employees to help accomplish the business goals of the company.

Importance

HRMS plays a vital role in the smooth functioning of different HR functions, such as:

1. Storage of employee data

HRMS facilitates the safe and efficient storage of employee data. With the help of HRMS, an HR representative can easily process employee information on the system without wasting much time doing the paperwork. Plus, the software system is an efficient way to store and recall employee data as and when required.

HRMS eliminates the tedious paperwork and other employee record-keeping activities such as employment history, education qualification, training certification, compensation and benefits, and personal identification proof. The HRMS helps to store all this system efficiently safely and securely so that the data can be retrieved for administrative purposes.

HRMS also helps to speed up the documentation process for new hires, which greatly helps during the hiring and onboarding process.

2. Employee payroll management

HRMS can efficiently manage the payroll of all the employees in the company. Now, payroll management is not just limited to the payment of salary. It includes a wide spectrum of activities that need to be included as a part of employee compensation management.

HRMS can help with critical HR tasks efficiently—such as salary payouts, tax deductions, and leave encashments. HRMS streamlines these processes, reducing the chances of human errors and malpractices while collating the data. Not just in one location, HRMS can combine the payroll management of all employees of the company across all geographical locations.

Any discrepancies in payroll data can result in the downfall of any business. Therefore, managing payroll effectively is of extreme importance. And, there is no better way to manage payroll than to apply HRMS.

3. Recruitment management

Manual hiring and onboarding process is a tedious and time-consuming process. Not just that, it involves a lot of manpower and extensive man-hours, which can be used for more productive activities. It is time to now make your hiring and onboarding process simpler, quicker and efficient.

And that's where the HRMS software comes in. It is a simple, easy to use software that greatly reduces human effort and time spent in hiring by automating the various aspects of recruiting, including sourcing, screening, documentation and onboarding.

Thus, you can now easily accept resumes and online applications, screen the applications to shortlist the fittest candidates and manage a pool of ideal candidates for future job openings.

4. Employee benefits administration

Employee benefits usually include other non-wages compensation provided to employees over and above their normal salary. For instance, housing or accommodation, insurance, retirement benefits, sick leaves, paid leaves and so on.

HRMS helps with the efficient administration of the employee benefits program of the company. With the help of HRMS, you can protect the rights and benefits of the employees by efficiently managing their overtime, workplace safety, bonuses, arrears and insurance reimbursement.

HRMS makes the entitlement, allocation and calculation of resources transparent to the employees and the management. This helps to solve many discrepancies in data if it were to arise eventually leading to better administration and management of resources.

5. Attendance and time management

The commitment of employees is a vital contributor to the success of the organization. And, employee attendance and time management form the basis of employee commitment to the company.

HRMS equips the company with an efficient Attendance Tracking System (ATS). This amazing feature equips the HR professionals or managers to track the attendance and the leaves of an employee. It helps both parties to easily process the requests.

With the help of this integrated attendance system, managers can quickly access the leaves database to find the total available leaves of an employee and accordingly approve or reject the request depending on the availability. This system is also accessible to employees, which makes the process transparent. So, even employees can have access to the reasons behind the approval or rejection of attendance or leaves.

6. Employee performance management

Generally, companies monitor the performance of employees annually and provide feedback only once every year. This slows down the improvement process, as the employee has to wait for the annual appraisal to receive feedback about their performance and their areas of improvement. Also, collating the annual performance data of employees is a time-consuming process without any conclusive outcomes.

HRMS enables employers and managers to provide 360-degree real-time feedback. This makes the performance management process robust, efficient and result-oriented. Employees no longer have to wait for the yearly performance reviews to know where they went wrong. Periodic feedback with the help HRMS can help in the instant implementation of suggestions resulting in better efficiency and productivity from the employees.

7. Improves the effectiveness of the organization

HRMS greatly enhances the organizational effectiveness of a company. It is self-reliant, which leads to consistency in the management of various HR activities. It promotes transparency and improves employee engagement within the company. With the

help of various functions, such as employee appraisal and disciplinary tracking, the HRMS helps to always highlight the goals of the business and works towards improving commitment, inspiration and information among the workers.

This is evident in the effective management of employees as well as the resources of the company, which result in the growth and expansion of the company.

8. Enhances employee self-service

Empowering employees is the most standout feature of the HRMS. Employees often have many queries and doubts and seek detailed and immediate answers. It is often not feasible for the HR team to answer each query of employees, especially when the company has hundreds of employees.

In such a situation, the HRMS system can come to rescue by providing better self-service opportunities for employees. They can simply feed the policies and other data into the integrated system. And the employees can log in to their respective accounts and seek all the information they need without disturbing the HR team. This smooth and seamless flow of information boosts transparency and efficiency at the workplace.

1.10 STRATEGIC HR METRICS & INTERACTIVE HR DASHBOARDS

Q24. Define HR Metrics. Explain the impact of HR Metrics on efficiency an effectiveness of HR activities.

Ans : (Imp.)

It is often required of human resource departments to show the organizational value of money and time spent on human resources management training and activities. The value of reporting and analysis of HR performance in various areas aims to improve the organizations function and internal temperature.

HR's challenge is to provide business leaders with actionable information that helps them make decisions about investments, marketing strategies

and new products. HR metrics are a vital way to quantify the cost and the impact of employee programs and HR processes and measure the success (or failure) of HR initiatives.

They enable a company to track year-to-year-trends and changes in these critical variables. It is how organizations measure the value of the time and money spent on HR activities in their organization.

The following are some of the examples on efficiency of the HR functions

1. Cost per hire

It is the cost associated with a new hire. It is not only important to know how much it cost in hiring, but it is also important to see if the money spent is used to hire right people.

2 Time to fill

It is the total days to fill up a job opening per each job. The shorter the time, the more efficient of the HR department in finding the replacement for the job

3. HR expense factor

It is the ratio between total company expense and HR expense. It shows if the expenses on HR practices are too much in terms of the whole company expense.

Q25. Write about key HR Metrics used in HRM.

Ans :

They are HR metrics used in:

1. Revenue per employee

Obtained by dividing a company's revenue by the total number of employees in the company. This indicates the average revenue each employee generates. It is a measure of how efficient an organization is at enabling revenue generation through employees.

2. Offer acceptance rate

The number of accepted formal job offers (not verbal) divided by the total number of job offers given in a certain period. A higher rate

(above 85%) indicates a good ratio. If it is lower, this data can be used to redefine the company's talent acquisition strategy.

3. Training expenses per employee

Obtained by dividing the total training expense by the total number of employees who received training. The value of this expense can be determined from measuring the training efficiency. Poor efficiency may lead you to re-evaluate the training expense per employee.

4. Training efficiency

Obtained from the analysis of multiple data points, such as performance improvement, test scores, and upward transition in employees' roles in the organization after training. Measuring training efficiency can be crucial to evaluate the effectiveness of a training program.

5. Voluntary turnover rate

Voluntary turnover occurs when employees voluntarily choose to leave their jobs. It is calculated by dividing the number of employees who left voluntarily by the total number of employees in the organization. This metric can lead to the identification of gaps in the employee experience that are leading to voluntary attrition.

6. Involuntary turnover rate

When an employee is terminated from their position, it is termed "involuntary." The rate is calculated by dividing the number of employees who left involuntarily by the total number of employees in the organization. This metric can be tied back to the recruitment strategy and used to develop a plan to improve the quality of hires to avoid involuntary turnover.

7. Time to fill

The number of days between advertising a job opening and hiring someone to fill that position. By measuring the time to fill, recruiters can alter their recruitment strategy to identify areas where the most time is being spent.

8. Time to hire

The number of days between approaching a candidate and the candidate's acceptance of the job offer. Just like time to fill, data-driven analysis of time to hire can benefit recruiters and help them improve the candidate experience to reduce this time.

9. Absenteeism

Absenteeism is a productivity metric, which is measured by dividing the number of days missed by the total number of scheduled workdays. Absenteeism can offer insights into overall employee health and can also serve as an indicator of employee happiness.

10. Human capital risk

This may include employee-related risks, such as the absence of a specific skill to fill a new type of job, the lack of qualified employees to fill leadership positions, the potential of an employee to leave the job based on several factors, such as relationship with managers, compensation, and absence of a clear succession plan. HR analytics can be used to measure all these metrics.

Q26. Explain the concept of dashboard and its functions

Ans :

A dashboard is a visual presentation which communicates the key evidence for progress on the level of organizational effectiveness, in relation to achieving a set of strategic and operational objectives.

The dashboard illustrates a number of data sets, often no more than six, in a summarised graphics toolkit maps how to develop and present an HR metrics dashboard. This basic toolkit is aimed at supporting non-governmental organizations (NGOs) who may have never used this approach before.

1. The adoption of the HR strategy ensures communities and people affected by crisis are receiving the assistance they require.
2. The current capacity and capability of staff and volunteers in the organization are

- sufficient to deliver efficiently against objectives.
3. Appropriately skilled and supported employees can manage change and be innovative.
 4. Resources are made available, and used cost effectively, to support the HR strategy.
 5. Appropriate metrics illustrating organizational strategies/initiatives/measures (SIM) form an objective, goals, strategies and measures framework

Q27. Explain in detail the interactive HR Dashboard.

Ans :

Interactive HR dashboard is a business intelligence tool which shows visual representation of the metrics. It enables HR team to keep track, analyze and report on HR key performance indicators to judge the performance of different organizational departments. Modern interactive dashboards influence HR analytics platform which helps to combine data from all systems easily and directly store this data in the dashboards. With the help of dashboards, HR teams can quickly find idea which can improve recruiting, optimizing workplace management and enhancement of employee performance. All companies does not follow a standard format for creating HR dashboard, it varies with their unique requirements.

Interactive HR Dashboard Metrics

Some of the basic metrics which are included in almost every type of interactive follows :

1. Employee Head Count

In this metric, inflammation relating to number of employees in different departments at different positions and number of years of experience is recorded.

2. Employee Time

In this metric, information relating to employee time is recorded like arrival time, departure time, working time and absenteeism.

3. Recruitment and Staffing

In this metric, record is maintained relating to vacant positions in different departments and vacancies which are already filled by the personnel.

4. Payroll

In this metric, all information relating to payroll cost is recorded such as payroll cost per team, payroll cost by different levels and payroll cost by different departments in the organization.

5. Compensation

In this metric, calculation relating to compensation amount paid to each employee base and category is recorded.

**1.11 HUMAN VALUES & COMPETENCY
FRAMEWORK FOR INNOVATIVE HR**

Q28. What are Human values? Explain the qualities of HR Manager.

Ans :

(Imp.)

Meaning

Humane values are those qualities which consider human element while interacting with other individuals. Human values create bonds of humanity between human beings. They form basis for leading any practical life within society. Every HR manager should possess human values to retain and satisfy talented employees.

Qualities

Following are some of qualities which every HR manager should possess,

1. Sympathetic Attitude

HR manager must resolve human resource problems with humane approach. He must neglect issues with employees and deal with them in sympathetic manner.

2. Integrity

HR manager should reflect integrity. He must be honest and frank in all HR related matters as employees may doubt his integrity.

3. Formal Authority

HR manager must always depend on formal authority. By influencing people through his interpersonal skills, HR manager can gain informal authority.

4. Good Communication Skills

HR manager should have good communication skills. He should be a good communicator while interacting with employees, unions and management.

5. Quick Decisions

HR manager should be capable to make quick decisions. He should be mentally alert and aware of things going on in an organization.

Q29. What is Competency Framework?

Ans :

A Competency Framework is a model in which features, characteristics and work methods are defined for a certain position or organization. The framework helps organizations coordinate their general business strategy and vision and the accompanying positions. As a result, recruiters can select and recruit employees more effectively. Besides for recruitment and selection purposes, the competency framework is often also used in career development, performance management and HR planning.

Competencies are observable behaviours and encompass skills, knowledge, attributes and personality characteristics that should have a predictive value for the position to be carried out. Consequently, a competency framework provides clarity on the desired behaviours on various levels of the organization. The competencies can be observed and will therefore often partly determine the function requirements, retention and development of personnel.

The Competency Framework arose at the end of the twentieth century when the interest for change within the organization and organizational effectiveness grew.

1. Structure and Diversity

Because companies look for different employees with different competencies, each organization develops its own version of the competency framework. This means there are countless ways of shaping a competency framework. Generally speaking, a set of competencies is constructed per category of positions. For instance, there is a competency framework for management, but also for all other employees that fall under this management.

In a competency framework, various competencies can be defined within various categories. For example, for a managerial position, the following required characteristics may be included in the category of interpersonal skills: leadership, power of persuasion, communication and decisiveness. It's not always necessary to use a just few words to describe a skill. Often, a brief summary is given of what exactly is expected of the person filling the position.

A shop manager is expected to have a commercial focus and display strong leadership behaviour. A description of the commercial focus could be:

'The manager recognises how he can boost sales figures through the layout of his shop, how he can increase profit margins through his purchase policy and how he adjusts his product range to match the industry standards.'

2. Different Competencies

Because competencies can be developed for practically any position, there is a great diversity of categories within the competency frameworks. However, there are many organizations that use the following three types of competencies:

3. Core Competencies

Core competencies refer to the areas where the organization is looking to gain a competitive advantage. A company's organizational means and strategic advantages combined with desired knowledge and technical capacities are the factors that distinguish a company from others.

Most companies don't limit themselves to only one core competence. These competencies also vary based on the sector the company operates in. Hospitals focus on medical expertise and patient care, whereas a health information agency focuses on the development and health of people.

4. Behavioural Competencies

Behavioural competencies are more specific than the core competencies that apply to the competencies and capacities of the organization as a whole. The behavioural competencies often form the basis for assessment interviews that are conducted annually and must therefore be defined in a specific and measurable context. As a result, the degree of expertise and development of talent can be validated.

In short, behavioural competencies can be defined as the strengths and weaknesses of people within the organization. For an HR manager, it's difficult to measure these competencies because there's no clear method to establish them. Nevertheless, they are important and play a crucial role in personnel planning, recruitment and development.

Individual behavioural competencies encompass personal qualities such as decisiveness, analytical skills and critical thinking. Analytical competencies can subsequently be subdivided into data

analysis, problem-solving ability and the extent to which a person can easily work with numbers.

Interpersonal competencies may include aspects such as the extent to which someone is a team player, has communicative skills, conflict management and whether someone is capable of boosting harmony on the workfloor.

5. Functional Competencies

Functional competencies refer to the competencies that directly influence the daily activities that employees will conduct and often include behavioural competencies. Because these function-specific competencies recur daily or regularly, they are often deemed to be very important. Functional competencies are also regularly referred to as technical or operational competencies. Examples include: risk analysis, data analysis, keeping a database, machine management, etc.

Cross-functional competencies are competencies that aren't directly selected for the position, but are still very important for carrying out related tasks. These could include: advancing teamwork, lowering costs, increasing effectiveness, boosting motivation, etc.

Q30. "HR professionals are under continuous surveillance to function under competency framework" - Elucidate.

Ans : (July-18)

In 1976, Burgoyne and Stuart created the Lancaster model of managerial competencies which is a universal management competency framework for HR professionals. This model identified eleven qualities which were categorized into three groups or three levels. These three levels are,

1. Level one - Basic knowledge and information
2. Level two - Skills and attributes
3. Level three - Meta qualities.

The figure given below outlines model of managerial competencies,

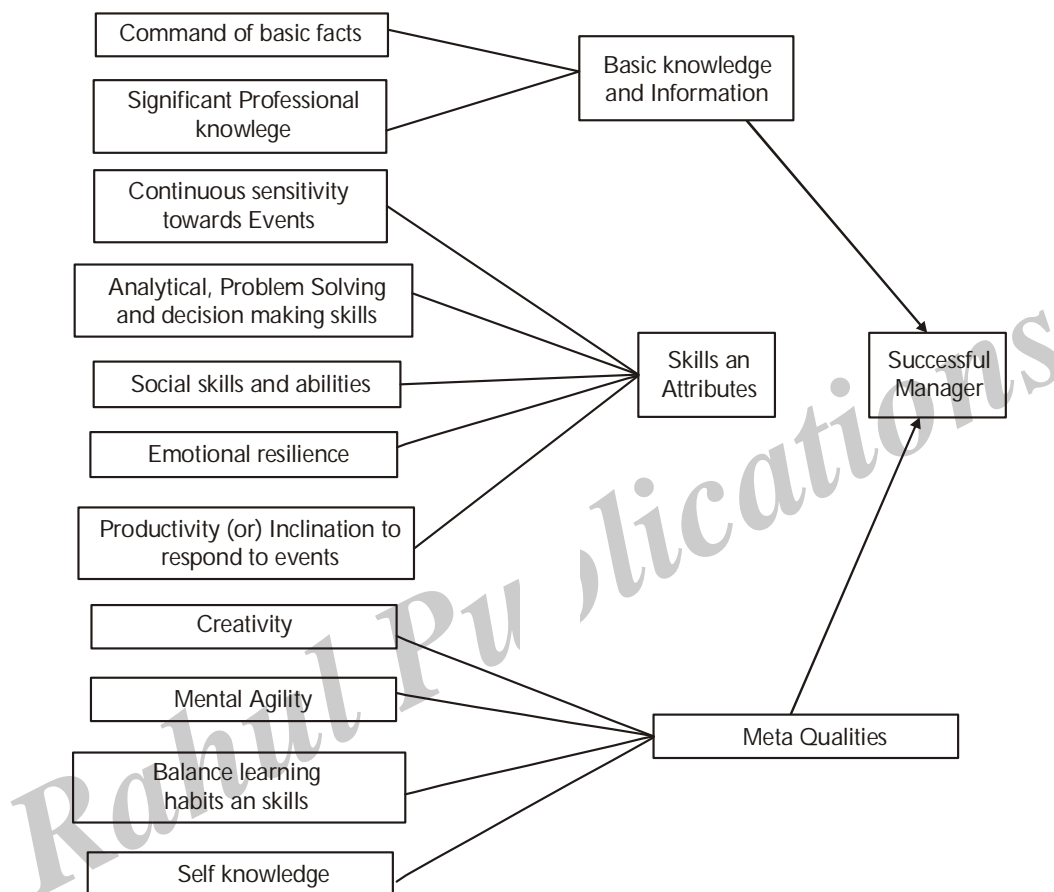


Fig.: Lancaster Model of Managerial Competencies

1. Level one - Basic Knowledge and Information

Level one consists of two types of basic knowledge and information which a manager uses for making decisions and taking actions. The following competencies are involved in level one,

- (a) **Competence One - Command of Basic Facts:** According to this competency, the successful manager must understand the business and must have effective knowledge about the basic facts of business environment like short and long term objectives, product knowledge, the roles and relationships among different departments.
- (b) **Competence Two - Significant Professional Knowledge:** Significant professional knowledge deals with the specific knowledge like legislation, management techniques, sources of finance or knowledge of key management principles like planning, organizing and controlling.

2. Level Two - Skills and Attributes

Level two consists of certain skills and attributes which influences the behaviour and performance of the managers directly. The following competencies are involved in level two.

3. Level Three - Meta Qualities

Level three deals with those qualities which helps a manager to develop and utilise the skills and resources outlined in the level two. Burgoyne and Stuart called the level three as "meta qualities" as they helps the manager to develop the specific skills which are required in a specific situation. The following are the competencies involved in level three,

1.12 MEASURE OF HUMAN ASSETS POTENTIAL**Q31. Explain various Measure of Human Assets Potential.**

Ans :

(Imp.)

Human assets are also referred as human capital. It is the economic value of the abilities and qualities of labor which affects the productivity. The human capital is the most scarce and significant resource of any organization. According to researcher Becker, "The most potent action Human Resource (HR) managers can take to ensure their strategic contributions is to develop a measurement system that convincingly showcases HR's impact on business performance".

In simple words, human capital measurement refers to any tool/method used for measuring the contribution of the employees to the organization.

The two most popular methods/approaches to measure human capital/human asset are,

1. Economic value added approach
2. Human capital value approach.

1. Economic Value Added Approach

Economic Value Added (EVA) approach was developed by Stern Stewart and company. EVA is basically the excess amount left on after making a proper charge for the capital invested in the business. EVA can be evaluated in different ways. They are,

$$EVA = NOPAT - C^* \times CAPITAL$$

$$EVA = CAPITAL (r - C^*)$$

$$EVA = [PAT + INT (1 - t)] - C^* CAPITAL$$

$$EVA = PAT - K EQUITY$$

Where,

EVA = Economic Value Added

NOPAT = Net Operating Profit After Tax

C^* = Cost of Capital

CAPITAL = Economic book value of the capital invested in the firm.

r = Return on capital

= $NOPAT / CAPITAL$

PAT = Profit After Tax

INT = Interest expense of the firm

t = Marginal tax rate of the firm

K_g = Cost of equity

EQUITY = Equity utilized in the firm.

Features

The important features of EVA approach are,

- (a) It acts as performance measure which is linked to shareholder value creation in all directions.
- (b) It is useful in providing business knowledge to everyone.
- (c) It is an efficient method for communicating with investors.
- (d) It transforms the accounting information into economic quality which can be easily understood by nonfinancial managers.
- (e) It is useful in evaluating net present value of projects in capital budgeting which is contradictory to IRR.
- (f) Instead of writing the value of firm in terms of discounted cash flow, it can be expressed in terms of EVA of projects.

2. Human Capital Value Approach

This approach is also known as Human asset worth approach or Andrew Mayo approach. An

extensive research was carried out by researcher Andrew Mayo before arriving at this approach.

Main Features of Human Capital Value Approach

The main features of the approach are,

- (i) The organizational workforce need to be considered as an asset rather than the cost to the company.
- (ii) Organizations may create different metrics to quantify the financial and non financial contributions of the employees.
- (iii) Andrew Mayo also created a simple formula to calculate the "human asset worth" of every individual employee.

$$(iv) \text{ Human assets worth} = \frac{EC \times IAM}{1,000}$$

Where,

EC = Employment Costs and

IAM = Individual Asset Multiplier

- (v) The individual assets multiplier consisted of weighted averages of individual factors such as capabilities, potentials, individual contributions etc.
- (vi) Andrew Mayo believes that the value added by each employee is a good indicator of the effectiveness of human capital.

1.13 HUMAN CAPABILITY MANAGEMENT

Q32. Write about Human Capability Management.

Ans :

Human Capability Management refers to activities that build organizational competency and capability in the organization, typically below the senior leadership levels. This process identifies organizational capabilities required to meet strategic goals and ensures continual alignment of employee development, career progression, and talent management to evolving business needs.

Capability management is one of the six key human capital processes and includes:

- Skills assessment and transferability
- Career planning and development
- Competency modelling and maintenance
- Talent reviews
- Talent pool management
- Succession management for lower level leaders and all other employees

Organizations may centralize some components of Capability Management and have other components reside within the business units. Some organizations may not even have formal processes for all of the above components such as succession management for lower level leaders. In practice, each organization is free to organize their human capital activities any way they choose. We simply need a framework to organize the measures.

Each key process like Capability Management contributes to the achievement of organization goals (for example, a 10% increase in sales or a 15% reduction in costs) and talent outcomes (for example, a 5 point increase in employee engagement or a 2 point increase in the retention rate). Often, some of the talent outcomes are top-level goals of the organization on par with an increase in sales or a reduction in costs. Other times, the talent outcomes are viewed as intermediate goals in support of achieving the top-level goals.

Over 40 measures are defined for Capability Management. These measures are grouped by type of measure (efficiency, effectiveness, outcome) and across four subcategories. Each organization should choose the measures most appropriate to achieve their goals and manage their human capital. Capability Management will typically support the broader organizational goals, as well as talent management focused goals. A short summary of each Capability Management subcategory, including examples, follows.

1. **Career Development:** Measures that describe the movement of employees within the organization.
2. **Effectiveness examples:** Career Movement Percentage, Career Path Ratio, Career Transfer Ratio, Vacancy Rate of Critical Positions

3. **Supervisor Changes:** Measures describing the prevalence and types of supervisor changes.
4. **Efficiency examples:** Average Supervisor Changes, Percent of employees with Supervisor Changes, Percent of Supervisor Changes Due to Reorganization
5. **Bench Strength:** Measures regarding the depth of the talent pool.
6. **Effectiveness examples:** Employee Bench Strength, Managerial Bench Strength, Percent of Positions with Ready Replacements, Percent of Positions without Ready Replacements
7. **Bench Time:** Measures detailing the length of time employees spend in a role before achieving a promotion.
8. **Efficiency examples:** Average Number of Months to Promotion, Average Number of Months to First Promotion, Average Time to Promotion, Average Time to First Promotion

1.14 SURVIVAL CAPACITY BUILDING FOR PANDEMICS & DISRUPTIVE TECHNOLOGIES

Q33. Describe the key findings for Survival Capacity Building for Pandemics & Disruptive Technologies.

Ans : (Imp.)

1. The COVID-19 pandemic is exposing a large divide between high-income/upper-middle-income countries and poorer countries in digital usage and the availability of technology solutions to support the pandemic response.
2. Despite the divide, disruptive technologies are enabling numerous responses to the COVID-19 pandemic in emerging markets. Technologies adopted include online health care; blockchain-based epidemic monitoring platforms; robots that deliver food and medications and that screen people's temperatures; online education platforms and home-based working solutions; and robotics and 3D-printing technologies to manage social distancing in manufacturing plants.

Governments have employed digital platforms, big data analytics, and AI to provide social welfare programs, which are often paid out using mobile money.

3. Technology companies in emerging markets are attracting investor interest even at times of capital outflows from emerging markets. For example, 54Gene, a two-year old company specializing in the collection of genetic samples in Nigeria, raised \$15 million in series A equity in mid-April; Bigbasket, an Indian online grocery platform, raised \$60 million in funding while the country was in lockdown.
4. The contribution of technology companies to COVID responses varies across sectors and is dependent on the presence of relatively developed digital ecosystems. In addition, their contribution is linked to their ability to quickly pivot toward new services and models, and their ability to expand into adjacent markets and to reach the underserved in a more cost-effective manner than traditional businesses.
5. Despite uncertainties surrounding the economic outlook post-COVID-19, emerging markets are expected to experience an acceleration in the adoption of disruptive technologies and a proliferation of online business models and platforms. The pace of the acceleration will likely be faster in upper-middle-income countries than in low-income countries. However, such acceleration will mean not only increased adoption of technologies developed in high-income markets but also innovation relevant to local needs.
6. Verticals where surges in demand are expected include online health care, education, commerce, e-logistics, fintech, and software-as-a-service. Verticals at risk of reduced demand in the short term because of COVID-related disruptions may include urban mobility, hospitality, and tourism.
7. With venture capital funding in emerging markets outside of India and China representing only a small fraction of global

venture capital funds pre-COVID-19, the availability of funding for disruptive technologies in emerging markets, especially in the smaller markets, will continue to remain a key issue. Development finance institutions like the IFC can help demonstrate the viability of disruptive technologies in emerging markets post COVID, thereby attracting more investors.

8. Digital connectivity and digital skills disruptive technologies in their own right will become even more critical as foundations to enable the adoption of broader disruptive technologies. In low-income countries, governments can accelerate targeted interventions in this space: these interventions can include infrastructure sharing through independent private sector operators, limited taxation of mobile devices and digital services, and digital connectivity at education institutions.
9. In middle-income countries, governments can enable fast scale up of technology companies by supporting local venture capital funds, promoting public-private partnerships, strategically adjusting the taxation of online services with the goal of enabling affordability, and aligning competition policy between online and offline services. These interventions can be complemented by setting up digital ID systems, promoting advanced digital skills at scale, and placing increased effort on cybersecurity and protecting personal data.
10. Private companies could accelerate their digitalization by outsourcing their back-office operations to software-as-a-service companies and by gradually relying on technology companies to manage their relationship with suppliers, customers, and workers.
11. In a post-COVID-19 era, development finance institutions (DFIs) can further support the scaling up of technology companies in emerging markets by intervening more upstream through the development of the enabling environment for increased investment in digital infrastructure, technology companies, and digital skills, especially in low-income countries.

Short Question and Answers

1. Objectives of HRM.

Ans :

- (i) **To Help the Organization Reach its Goals:** HR department, like other departments in an organization, exists to achieve the goals of the organization first and if it does not meet this purpose, HR department (or for that matter any other unit) will wither and die.
- (ii) **To Employ the Skills and Abilities of the Workforce Efficiently:** The primary purpose of HRM is to make people's strengths productive and to benefit customers, stockholders and employees.
- (iii) **To Provide the Organization with Well-trained and Well-motivated Employees:** HRM requires that employees be motivated to exert their maximum efforts, that their performance be evaluated properly for results and that they be remunerated on the basis of their contributions to the organization.
- (iv) **To Increase to the Fullest the Employee's Job Satisfaction and Self-actualization:** It tries to prompt and stimulate every employee to realize his potential. To this end suitable programmes have to be designed aimed at improving the Quality of Work Life (QWL).
- (v) **To Develop and Maintain a Quality of Work Life:** It makes employment the organization a desirable, personal and social, situation. Without improvement in the quality of work life, it is difficult to improve organizational performance.
- (vi) **To Communicate HR Policies to all Employees:** It is the responsibility of HRM to communicate in the fullest possible sense; tapping ideas, opinions and feelings of customers, non-customers, regulators and other external publics as well as understanding the views of internal human resources.

2. Human Resource Information System.

Ans :

Meaning

Human resource manager needs considerable information data relating to all areas of HRM. A comprehensive data system is, therefore, necessary to fulfill the HR informational needs of an organization. The concept of Human Resource Information System (HRIS) has been derived from the concept of Management Information Systems (MIS). MIS is defined as systematic collection, maintenance, and retrieving data for providing support to the operations, management, analysis, and decision-making functions in an organization.

Human resource information system (HRIS) is a systematic procedure for collecting, storing, maintaining, and retrieving data needed by an organization about its human resources and various activities that are relevant for their management. From the manager's perspective, an HRIS can be used to support strategic decision-making, to avoid litigation, to evaluate programs or policies, or to support daily operating concerns.

3. Scope of HRM.

Ans :

Scope

The scope of HRM is very wide. Research in behavioural sciences, new trends in managing knowledge workers and advances in the field of training have expanded the scope of HR function in recent years. The Indian Institute of Personnel Management has specified the scope of HRM in the following aspects:

1. Personnel Aspect

This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, lay off and retrenchment, remuneration, incentives, productivity, etc.

2. Welfare Aspect

It deals with working conditions and amenities such as canteens, creches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.

3. Industrial Relations Aspect

This covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes, etc.

4. Operative Functions of HRM.

Ans :

The operative functions of personnel management are related to specific activities of personnel management (figure), viz., employment, development, compensation and relations. All these functions are interacted by managerial functions.

Employment

It is the first operative function of Human Resources Management (HRM). Employment is concerned with securing and employing the people possessing required kind and level of human resources necessary to achieve the organizational objectives. It covers the functions such as job analysis, human resource planning, recruitment, selection, placement, induction and internal mobility.

(i) Job Analysis

It is the process of study and collection of information relating to the operations and responsibilities of a specific job. It includes:

- a) Collection of data, information, facts and ideas relating to various aspects of jobs including men, machines and materials.
- b) Preparation of job description, job specification, job requirements and employees specification which will help in identifying the nature, levels and quantum of human resources.
- c) Providing the guides, plans and basis for job design and for all operative functions of HRM.

(ii) Human Resources Planning

It is the process of getting the right number of qualified people into the right job at the right time. It is a system of matching the supply of people (existing employees and those to be hired or searched for) with openings the organization expects over a given time frame. It involves:

- a) Estimation of present and future requirements and supply of human resources based on objectives and long range plans of the organization.
- b) Calculation of net human resources requirements based on present inventory of human resources.
- c) Taking steps to mould, change, and develop the strength of existing employees in the organization so as to meet the future human resource requirements.
- d) Preparation of action programs to get the rest of human resources from outside the organization and too develop the human resources of existing employees.

(iii) Recruitment

It is the process of searching for prospective employees and stimulating them to apply for jobs in an organization. It deals with:

- a) Identification of existing sources of applicants and developing them.
- b) Creation/identification of new sources of applicants.
- c) Stimulating the candidates to apply for jobs in the organization.
- d) Striking a balance between internal and external sources.

(iv) Selection

It is the process of ascertaining the qualifications, experience, skill knowledge etc., of an applicant with a view to appraising his/her suitability to a job appraising. This function includes:

- a) Framing and developing application blanks.
- b) Creating and developing valid and reliable testing techniques.
- c) Formulating interviewing techniques.
- d) Checking of references,
- e) Setting up medical examination policy and procedure.
- f) Line manager's decision.
- g) Sending letters of appointment and rejection.
- h) Employing the selected candidates who report for duty.

(v) Placement

It is the process of assigning the selected candidate with the most suitable job in terms of job requirements. It is matching of employee specifications with job requirements. This function includes:

- a) Counseling the functional managers regarding placement.
- b) Conducting follow-up study, appraising employee performance in order to determine employee adjustment with the job.
- c) Correcting misplacements, if any.

5. Define HRM.

Ans :

Meaning

Human Resource Management is a process of bringing people and organizations together so that the goals each are met. It is that part of the management process which is concerned with the management of human resources in an organization. It tries to secure the best from people by winning their whole hearted co-operation. In short, it may be defined as the art of procuring, developing and maintaining competent work force to achieve the goals of an organization in an effective and efficient manner.

Human Resource Management may be defined as the art of procuring, developing and maintaining competent workforce to achieve organizational goals efficiently.

Human Resource Management (HRM) is the utilization of individuals to achieve organizational objectives. Consequently, managers at every level must concern themselves with HRM. Basically, all managers get things done through the efforts of others, this requires effective HRM.

Definitions

- (i) According to Invancevich and Glueck,** "HRM is concerned with the most effective use of people to achieve organizational and individual goals".
- (ii) According to Byars and Rue,** "HRM encompasses those activities that are designed to provide for and coordinate the human resource of an organization".
- (iii) According to Milkovich and Boudreau,** "Human resource management is a series of integrated decisions that form the employment relationship; their quality contributes to the ability of the organizations and the employees to achieve their objectives".
- (iv) According to Flippo,** "Human Resource Management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are accomplished".

6. Managerial Functions of HRM.

Ans :

Managing people is the essence of being a manager. A human resource manager performs the functions of planning, organizing, directing and controlling.

1. Planning

Planning may be defined as deciding in advance what is to be done in future. It is the process of thinking before doing. It is a pre-determined course of action. Planning is

determination of personnel programs and changes in advance that will contribute to the organizational goals. In other words it involves planning of human resources, requirement, recruitment, selection, training etc. It also involves forecasting of personnel needs, changing values, attitudes and behavior of employees and their Impact on organization.

2. Organizing

Organizing is the process of arranging people and other resources to work together to accomplish a goal. It is essential to carry out the determined course of action. Thus, organization establishes relationships among the employees so that they can collectively contribute to the attainment of company goals.

3. Directing

The next logical function after completing planning and organizing is the execution of the plan. The basic function of personnel management at any level is motivating commanding, leading and activating people. Thus, direction is an important managerial function in building sound industrial and human relations besides securing employee contributions.

4. Coordinating

Organizational objectives will be achieved only if group activities in the enterprise are coordinated effectively. Coordination of personnel is required at all levels of management. Personnel department coordinates the task of developing, interpreting and reviewing personnel policies and programs related to employees. The final decisions may be left to line managers but personnel department marks suggestions for improvements.

5. Controlling

After planning, organizing and directing various activities of the personnel management, the performance is to be verified in order to know whether the personnel functions are performed in conformity with the plans and directions or

not. Controlling also involves checking, verifying and comparing the accruals with the plans, identification of deviations if any and correcting of identified deviations.

7. Objective of HRIS.

Ans :

1. To enhance the ability of the human resource management to leverage and absorb new and emerging opportunities and challenges in the business horizons.
2. To ensure efficient collection, storage, and distribution of HR-related information in a paperless work environment.
3. To create an HR information hub for the whole organization, this facilitates effective people-to-people and people-to-information contacts.
4. To establish an integrated system for achieving an efficient and purposeful integration of various human resource functions and effective deployment of strategic human resources.
5. To facilitate faster processing of information and more effective decision-making to the optimum use of the available human resources.

8. Define e-HRM.

Ans :

Definition

E-HRM has been defined as "a way of implementing HR strategies, policies and practices in organizations through a conscious and directed support of and/or with the full use of web-technology-based channels" or more recently, and more broadly, as "the planning, implementation, and application of information systems for both networking and supporting actors in their shared performing of HR activities".

Automated HR tasks and practices are transforming the traditional paper-and-pencil,

labour-intensive HR tasks, into efficient, fast-response activities that enable companies to anticipate and profit from environmental shifts to create a much-needed competitive advantage.

In other words, E-HRM is a way of implementing HRM strategies, policies and practices in an organization through directed support of web technology-based channels.

9. What is HRMS?

Ans :

Meaning

HRMS or Human Resource Management System is essentially a human resource software which meticulously combines all the different HR processes and systems to ensure easy management and smooth functioning of data, human resources and different business processes.

The application of HRMS is aimed at enhancing the performance of employees to help accomplish the business goals of the company.

10. What are Human values?

Ans :

Meaning

Humane values are those qualities which consider human element while interacting with other individuals. Human values create bonds of humanity between human beings. They form basis for leading any practical life within society. Every HR manager should possess human values to retain and satisfy talented employees.

11. What is Competency Framework?

Ans :

A Competency Framework is a model in which features, characteristics and work methods are defined for a certain position or organization. The framework helps organizations coordinate their general business strategy and vision and the accompanying positions. As a result, recruiters can select and recruit employees more effectively. Besides for recruitment and selection purposes, the competency framework is often also used in career development, performance management and HR planning.

Competencies are observable behaviours and encompass skills, knowledge, attributes and personality characteristics that should have a predictive value for the position to be carried out. Consequently, a competency framework provides clarity on the desired behaviours on various levels of the organization. The competencies can be observed and will therefore often partly determine the function requirements, retention and development of personnel.

12. Is HRM function line or staff.

Ans :

HRM function is both line and staff. As line organisation involves those individual who are engaged in the manufacturing and Distribution of products or services for which the organisation exists. HRM as staff organisation involves those individuals who are engaged in activities that guide the line in achieving its objectives staff is the relationship which exists between two managers due to giving and taking advice, guidelines, information counselling etc for attaining organisational goals. As line it is relationship which take place among two managers due to delegation of authority and responsibility. Therefore HRM will function as both line and staff

Choose the Correct Answers

1. Human resource management emphasis _____. [a]
(a) Development of people (b) Punishment of people
(c) Adoption of people (d) None of these
2. Human resource management is amalgam of _____. [c]
(a) Job analysis, recruitment and selection
(b) Social behaviour and business ethics
(c) Organisational behaviour, personal management and industrial relation
(d) Employer and employees
3. Operative functions of HRM includes _____. [d]
(a) Procurement, development, compensation & motivation
(b) Maintenance
(c) Integration and emerging trends
(d) All of these
4. Basic managerial functions of HRM are _____. [c]
(a) Planning, organising, staffing
(b) Planning, organising and co-ordinating
(c) Planning, organising, directing and controlling
(d) None of these
5. Which of the following statement is/are correct? [b]
(a) HRM is a strategic management functions
(b) Under HRM employee is treated as resource
(c) HRM is the management of skills, talent and abilities
(d) HRM lacks the organisation to achieve its goals
6. Following are the characteristics of HRM except _____. [d]
(a) Pervasive function (b) Interdisciplinary function
(c) Integrating mechanism (d) Job oriented
7. Challenges faced by Human resource management includes _____. [a]
(a) Technological changes, workforce diversity, globalisation
(b) Productivity, career planning
(c) Compensation management
(d) Downsizing and voluntary retirement scheme
8. The process of familiarizing the new employees to the organisation rules and regulations is known as _____. [b]
(a) Placement (b) Induction
(c) Recruitment (d) Selection
9. Horizontal maps, proactive accountability, steering councils, project system, team based methods etc., are used to implement _____ management. [d]
(a) Human resource (b) HR scorecard
(c) Strategic HR (d) HR matrix
10. Line is a _____ relationship where as staff is an assisting relationship. [b]
(a) Controlling (b) Commanding
(c) Powerful (d) Unbalanced

Fill in the blanks

1. _____ is a process of bringing people and organizations together so that the goals each are met.
2. Job _____ is the process of determining relative worth of jobs.
3. HR _____ indicate the values and principles which the organization has adopted to manage the people.
4. HR _____ denote the direction, which the HRM is intending to take to carryout the main areas of activity.
5. _____ is concerned with administrative functions payroll and employee personal data.
6. _____ is concerned with supporting business processes by means of training, recruitment, performance management and so forth.
7. HRMS stands for _____.
8. _____ dashboard is a business intelligence tool which shows visual representation of the metrics.
9. _____ to activities that build organizational competency and capability in the organization.
10. _____ measures that describe the movement of employees within the organization.

ANSWERS

1. Human Resource Management
2. Evaluation
3. Philosophies
4. Strategies
5. Operational E-HRM
6. Relational E-HRM
7. Human Resource Management System
8. Interactive HR
9. Human Capability Management refers
10. Career Development

One Mark Answers

1. HRM.

Ans :

"HRM encompasses those activities that are designed to provide for and coordinate the human resource of an organization".

2. Planning.

Ans :

Planning may be defined as deciding in advance what is to be done in future.

3. E-HRM.

Ans :

E-HRM is a way of implementing HRM strategies, policies and practices in an organization through directed support of web technology-based channels.

4. HRMS.

Ans :

Human Resource Management System is essentially a human resource software which meticulously combines all the different HR processes and systems to ensure easy management and smooth functioning of data, human resources and different business processes.

5. Directing

Ans :

The next logical function after completing planning and organizing is the execution of the plan.

6. Fringe Benefits.

Ans :

These are the various benefits at the fringe of the wage Management provides these benefits to motivate the employees and to meet their life's contingencies. These benefits include:

- a) Disablement benefit.
- b) Housing facilities
- c) Educational facilities to employees and children.
- d) Canteen facilities. Recreational facilities.
- e) Conveyance facilities.
- f) Credit facilities.
- g) Legal clinic.
- h) Medical, maternity and welfare facilities.
- i) Company stores.

UNIT II

HR PLANNING & DESIGN :

Traditional, Functional & Strategic Job analysis, Position analysis questionnaire, Work Connectivity Index, Threshold traits analysis. Job Design & Redesign. Job evaluation: Competency Modelling, Cognitive task analysis. Performance Appraisal, HR Planning: Strategic Designing of Hybrid, Blended, Virtual & Gig workforces. Recruitment: Virtual Vs Real. Selection Process: Psychometrics in Aptitude & Psychological testing.

2.1 JOB ANALYSIS

Q1. Define Job Analysis.

(OR)

Elucidate the Job Analysis.

Ans :

(Aug.-21)

Meaning

Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job.

The information thus collected is analyzed, and the facts about the nature of job working conditions and qualities in an employee can be easily known. Job analysis defines the jobs within the organization and the behaviors necessary to perform these jobs.

Job Analysis is a systematic exploration, study, and recording of a specific job's responsibilities, duties, skills, accountabilities, work environment, and ability requirements.

It also involves determining the relative importance of the duties, responsibilities, and physical and emotional skills for a given job.

Definitions

- (i) According to Mathis and Jackson (1999),** view job analysis as a systematic way to gather and analyze information about the content and human requirements of jobs and the context in which jobs are performed.
- (ii) According to Dessier (2005),** defines job analysis as the procedure through which job analyst determines the duties of different

positions of an' organization and the characteristics of the people to hire them.

- (iii) According to Dale Yoder (1983),** defines job analysis as "a process in which jobs are studied to determine what tasks and responsibilities they include their relationships to other jobs, the conditions under which work is performed, and the personnel capabilities required for satisfactory performance."
 - (iv) According to In the opinion of Strauss and Sayles (1977),** job analysis consists of two parts, a statement of work to be done (Job description) and the skills and knowledge which must be possessed by anyone filling the job (Job Specification)".
 - (v) According to Gary Dessler,** "Job analysis is the procedure for determining the duties and skills requirements of a job and the kind of person who should be hired for it."
 - (vi) According to Edwin B. Flippo,** "Job Analysis is the process of studying and collecting information relating to the operation and responsibilities of a specific job."
 - (vii) According to Decenzo and Robbins,** "Job analysis is a systematic way to gather and analyze information about the content and the human requirements of jobs and the context in which jobs are performed."
- Job analysis involves collecting data about the performance of the job in an organization. However, this definition is probably too simplistic when all of the different types of information that must be collected are considered.

Q2. Explain the nature of job analysis.

Ans :

1. Systematic Way of Gathering and Analyzing Information about a Job

The most basic building block of HR management is job analysis which is a systematic way of gathering and analyzing information about the content, context, and human requirement of jobs. Using job analysis to document HR activities is important because the legal defensibility of an employer's recruiting and selection procedures, performance appraisal system, employee disciplinary actions, and pay practices rests in part on the foundation of job analysis.

2. Develop Jobs

Job design attempts to develop jobs that fit effectively into the flow of the organizational work that needs to be done. The narrow focus of job analysis centers on using a formal system to gather data about what people do in their jobs. This data is used to generate job descriptions and job specifications.

3. Identifies Job Factors and Duties

Various methods and sources of data can be used to conduct job analyses. The real value of job analysis begins as the information is compiled into job descriptions and job specifications for Use in virtually all HR activities. To justify HR actions as job related accurate details on job requirements are needed. To be effective, HR planning, recruiting, and selection all must be based on job requirements and the capabilities of individuals. Additionally, compensation, training, and employee performance appraisals all should be based on the specific needs of the job. Job analysis is also useful in identifying job factors and duties that may contribute to workplace health and safety issues. Finally, job analysis plays a key role in employee/labor relations issues.

4. Redesigns Jobs

Job analysis involves collecting information on the characteristics of a job that differentiate it from other jobs. The information generated by job analysis may be useful in redesigning jobs, but its primary purpose is to capture a clear understanding of what is done on a job and what capabilities are needed to do it as designed.

Q3. Explain the purpose of job analysis.

Ans :

The information provided by job analysis is useful in almost every phase of employee relations. Its purposes and uses can be understood from the following points:

1. Organization and Manpower Planning

It is helpful in organizational planning for it defines labour needs in concrete terms and coordinates the activities of the work force, and clearly divides duties and responsibilities.

2. Recruitment and Selection

By indicating the specific requirements of each job (i.e., the skills and knowledge), it provides a realistic basis for hiring, training, placement, transfer and promotion of personnel.

3. Wage and Salary Administration

By indicating the qualifications required for doing specified jobs and the risks and hazards involved in its performance, it helps in salary and wage administration. Job analysis is used as a foundation for job evaluation.

4. Job Re-engineering

Job analysis provides information which enables us to change jobs in order to permit their being manned by personnel with specific characteristics and qualifications.

5. Employee Training and Management Development

Job analysis provides the necessary information to the management of training and development programmes.

6. Performance Appraisal

It helps in establishing clear-cut standards which may be compared with the actual contribution of each individual.

7. Health and Safety

It provides an opportunity for identifying hazardous conditions and unhealthy environmental factors so that corrective measures may be taken to minimize and avoid the possibility of accidents.

Q4. Explain the objectives of job analysis.

Ans :

The following are the objectives of job analysis

1. Work simplification

Job analysis provides the information related to job and this data can be used to make process or job simple. Work simplification means dividing the job into small parts i.e. different operations in a product line or process which can improve the production or job performance.

2. Setting up of Standards

Standard means minimum acceptable qualities or results or performance or rewards regarding a particular job. Job analysis provides the information about the job and standard of each can be established using this information

3. Support to Personnel Activities

Job analysis provides support to various personnel activities like recruitment, selection, training and development, wage administration, performance appraisal etc.

Q5. Explain the features of job analysis.

Ans :

Features

From the definitions in the preceding section, we can list out the features of job analysis as follows:

1. Job analysis is a process of gathering relevant information about various aspects of a job and identifying tasks required to be performed as part of it.

2. It approaches systematically defining the role, context, conditions, human behavior, performance standards, and responsibilities of a job.

3. It helps in establishing the job's worth to an organization. In other words, it measures the value and contribution of a job to the growth of the organization.

4. It establishes job-relatedness, which is crucial for HR decisions involving recruitment, selection, compensations, training, health, and safety.

Q6. What are the steps involved in the job analysis process?

Ans :

Process

Following are the important steps in the process of job analysis:

1. Determine the Use of the Job Analysis Information

Start by identifying the use to which the information will be put, since this will determine the type of data you collect and the technique you use to collect them.

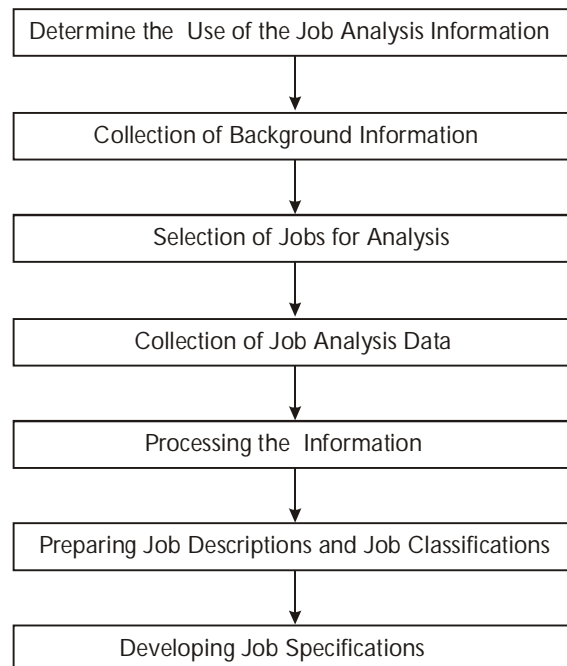


Fig.: Process of Job Analysis

2. Collection of Background Information

According to Terry, "The make-up of a job, its relation to other jobs, and its requirements for competent performance are essential information needed for a job evaluation. This information can be had by reviewing available background information such as organization charts and the existing job descriptions.

3. Selection of Jobs for Analysis

Job analysis is a costly and time consuming process. Hence, it is necessary to select a representative sample of jobs for the purposes of analysis. Priorities of various jobs can also be determined.

4. Collection of Job Analysis Data

Job data on features of the job, required employee qualification and requirements, should be collected either from the employees who actually perform a job; or from other employees who watch the workers, or from the outside persons.

5. Processing the Information

Once job analysis information has been collected, the next step is to place it in a form that will make it useful to those charged with the various personnel functions.

6. Preparing Job Descriptions and Job Classifications

Job information which has been collected must be processed to prepare the job description form. It is a statement showing full details of the activities of the job. Separate job description forms may be used for various activities in the job and may be compiled later on. The job analysis is made with the help of these description forms. These forms may be used as reference for the future.

7. Developing Job Specifications

Job specifications are also prepared on the basis of information collected. It is a statement of minimum acceptable qualities of the person to be placed on the job. It specifies the standard by which the qualities of the person are measured.

2.1.1 Traditional Method of Job Analysis**Q7. Explain different methods of collecting information about job analysis.**

(OR)

Describe various methods of job analysis.

Ans : (Dec.-20, Oct.-20)

Job analysis is dependent on job data. Earlier job-related data was collected by the methods of observation and by interviews. In recent years questionnaires, checklists, diaries, critical incident method, personnel records, technical conferences etc., are used for collecting job-related data.

Each method is described below.

1. Observation

Under this method, the data is collected through directly observing the employee while at work the task performed, speed of performing activities, working conditions, the dangers involved, etc. The information thus obtained is documented in a standard format. This is the most suitable method for getting firsthand information related to the job. This method best fits for jobs consisting of primarily observable physical ability, short job cycle activities like draftsman, mechanic, spinner, weaver, etc. The criticisms on the part of this method are that this method is time consuming and is not suitable for jobs that involve unobservable mental activities.

2. Interviews

In this method the job analyst collects the job related information through personal interviews. Job related information can be obtained by conducting two types of interviews (i) with job holder(s) doing the same job (ii) with supervisors having thorough knowledge about the job. The data is collected and compared using a standard format wherein the interviewer asks job related questions. This method (Interviewing) is suitable for the jobs where data can't be collected through direct observation. However, interview is used as a supplement to observation method. The drawbacks of this

method are it is time-consuming and costly and there are less chances of getting accurate information if the rapport between the analyst and employee is not good.

3. Questionnaire (or) Survey Method

In this method job-related data is obtained by giving questionnaire to the employees. The questionnaire may relate to task or behaviour with dimensions like frequency, significance, difficulty and relationship with overall performance. The data thus obtained is sorted out and the relevant conclusions are drawn. Some standard questionnaires used for the purpose of job analysis are FJA (Functional Job Analysis), PAQ (Position Analysis Questionnaire), JAIF (Job Analysis Information Format).

This method (questionnaire) provides comprehensive information about a job and enables to cover large number of job holders in the shortest time. But getting answers may consume lot of time and it is costly to frame standardized questions. This method is also criticized on the grounds that when questionnaire is supplied, direct rapport between analyst and employee is not possible which may result in lack of cooperation and motivation.

4. Checklists

The checklist method of collecting job related data is similar to that of questionnaire but the difference being, it contains few subjective questions in the form of 'Yes' or 'No'. Checklist is prepared on the basis of the information obtained from different sources such as supervisors, subordinates, industrial engineers and other people who are familiar to the job. The checklist consists of-list of the tasks performed, amount of time spent on each task, type of training and experience required to do the task. The data thus obtained is tabulated to obtain job related data.

Like questionnaire, this method is suitable for large organizations consisting of number of workers performing similar kind of activity and may lack it's importance in small organizations in the matters of cost.

5. Diaries/Log Records

In this method each individual employee is given a diary and asked to maintain the activities done by him each day. If judicial information is provided by employee, accurate and comprehensive information about job is tamed. This method is time consuming, as recording of activities may spread over several days. One more disadvantage is that it does not give any information about superior -subordinate relationship, equipments/machinery used. Prevailing working conditions.

6. Critical Incident Method

This method is used for the purpose of gathering data for assisting recruitment and selection decisions. This method is based on the employees past experience, from where both successful and unsuccessful job behaviours are collected and the data thus collected is analyzed and classified accordingly, which gives a clear picture of actual job requirements.

This method is especially useful for the purpose of scientific analysis and selection research. However, this method is time-consuming and analyst requires a high skill to analyze the data.

7. Technical Conference Method

In this method, a conference is arranged for the supervisors possessing considerable knowledge about the job. They discuss on various aspects of the job and the job analyst gather the required information. This method consumes less time but suffers with a drawback that it lacks accuracy and authenticity as the actual employee is not involved.

From the above methods, it is observed that no single method is complete and perfect. Therefore, the best data related to a job is obtained by a combination of all the methods.

Q8. What are the benefits and limitations of Job Analysis?

(OR)

Explain the Importance of Job analysis in HRM.

Ans :

Benefits

1. Employment

Job analysis serves as a guide in every phase of employment process. Manpower Planning, Recruitment and Selection, Orientation and Placement, Performance Appraisal by providing job-related information.

(a) Manpower Planning

Job related information obtained through job analysis serves in estimating the quantity and quality of the personnel required.

(b) Recruitment and Selection

Job analysis information guides the recruitment and selection of employees. It facilitates to match right people for the job by providing adequate information about the jobs to be staffed.

(c) Placement and Orientation

As the job analysis provides the information about the qualities and qualifications required for a job, management finds it easy in placing right person in the right job and also conducting orientation programmes.

(d) Performance Appraisal

Performance appraisal includes comparison of the actual performance with standard/required performance. Job analysis helps in establishing the standards and appraising the work done in achieving these standards. For this purpose, job description guides in defining the areas of establishing standards.

2. Organizational Audit

Job-related information obtained by job analysis helps in conducting organizational audit by providing information about poor organizing in terms of factors affecting job design.

3. Training and Development

Job analysis by revealing the information about the knowledge, skills and abilities required for performing the job helps the management in designing the training programmes to meet the job requirements. Even employee development programmes such as job rotation, job enrichment, job enlargement etc., are based on the job analysis only.

4. Career Planning and Counselling

Job related information facilitates the career planning and counselling programmes by providing future prospects for moving along career paths, vocational guidance and rehabilitation.

5. Job Design and Job Evaluation

The information obtained from job analysis helps in designing the job by suggesting the changes or improvements in the existing design and job evaluation by classifying the jobs and by deciding the salary structure.

6. Health and Safety

Job analysis facilitates the management in identifying the hazardous (dangerous) working conditions such as heat, noise, dust etc., and taking corrective measures to minimize them.

7. Developing Human Resource Information System:

HRIS is a computerised system that aids the processing of information relating to Human Resource Management. HRIS helps in improving administrative efficiency and guides decision-making. Job analysis form the basis for developing HRIS by providing information relevant to the employees working in the organization.

8. Industrial Relations

The statement of job description acts as a standard in settling the industrial disputes and maintaining harmonious industrial relations as it contains the duties and responsibilities of a job. So, both management and workers can't violate the job description statement.

Limitations

The following are the few limitations of job analysis:

1. Limited Scope

Job analysis has limited scope as it only considers, the job related aspects without providing any space for the social or psychological needs of the employees.

2. Lack of Top Management Support

Most of the organizations, lack support and assistance from the top management. Even sometimes it may not be properly communicated to the employees that their complete dedication and contribution is required for making the entire process of the job analysis a successful task.

3. Lack of Training

Usually, Employees are not trained and motivated properly which makes the entire process of job analysis an ineffective one, as the effectiveness of the process of job analysis depends upon the data collected for the process. Hence, accurate data must be generated.

The best source of collecting data is from the job holders as they may be well versed with the nature, type, duties and responsibilities of a job. For this training must be provided to them for producing quality data for a process.

4. Problem of Choice

As, there are many methods of job analysis, it may be difficult for an organization to choose the best one. Even, the equal opportunity commission does not specify a particular method to be followed. For accurate collection of data, a combination of methods must be employed instead of depending on only one sourcing method.

5. Intentional Distortion of Data

If employees are not aware of the importance of data collection/generation for a process, they may provide incorrect and distorted data. Example, certain employees pretend to show that as if they are working seriously (even though they are not), if they came to know that they are being watched.

2.1.2 Functional Approach to Job Analysis**Q9. Explain Functional Approach to Job Analysis.****(OR)****What is Functional Job Analysis?****Meaning***Ans :*

Functional Job Analysis is the practice of examining either a job's requirements and assigning the right candidate for that job or examining the candidate's qualifications and skills and assigning the right job to that candidate. It also functions in reverse by not matching the wrong candidate to a job or vice versa. An obvious example would be not hiring someone with no arms to do any job requiring lifting things. In a small business with only a couple of job types, this is not a difficult proposition. In a major company with thousands of people doing hundreds of different jobs, it can become a Gordian Knot. It's up to the functional job analyst to be Alexander with the sword.

Functional job analysis (FJA) is a method used by human resources and industrial-organizational (I/O) psychologists to assess occupational roles within an organization. This method is characterized by a detailed examination of an individual's abilities and overall qualification compared to the demands and expectations of their specific position within a larger structure. This type of job analysis is used in both private and public sectors to ensure that applicants or current employees are able to fill their occupational roles and responsibilities in a safe, productive manner.

Purpose

- Employees are typically the most valuable and important resource in any company.
- Successful business leaders know that placing the right people in jobs that are suited to them is critical to long-term success.
- Ultimately, the purpose of any kind of job analysis is to ensure that employers invest in workers that can provide overall value to their organization.
- This includes a thorough investigation of an individual's ability to perform their job as well as the ways their performance could impact the work of other team members.

2.1.3 Strategic Job Analysis**Q10. What is meant by Strategic Job Analysis?***Ans :***Meaning**

Strategic job analysis focuses on the future oriented view of job analysis. It involves identification of the abilities, tasks, knowledge and skills which are required to carryout a job in future. The need for strategic job analysis was felt by Benjamin Schneider and Andreask Konz, when they realized that traditional job analysis is not sufficient to meet the rapidly changing business environment. They applied a standard job analysis methodology to analyze the job requirements in the future. The methodology is as follows,

Step-1

Firstly, the job experts were asked to outline the job in such a manner that describes how the job is presently being carried out.

Step-2

Secondly, the job experts were asked to foresee the changes that might take place in technology, social values, population and other business and social factors.

Step-3

Finally, they were asked to give opinion on how these factors can affect the nature of jobs that are internal to the organization.

The information gathered from experts was used to outline the knowledge, skills, abilities and tasks required for carrying out the job analysis. It is imperative that any initiative undertaken to perform the job analysis should add value to the firm. To assess whether the job analysis adds value to the organization or not, suitable measures should be used that assess the expected benefits and costs of job analysis programmes.

2.1.4 Position Analysis Questionnaire**Q11. Explain about Position Analysis questionnaire.***Ans :*

The Position Analysis Questionnaire is one of the most widely used means of job analysis. It is a structured job analysis questionnaire that quantitatively measures job characteristics and correlates them with human traits.

It was developed at Purdue University by McCormick et al in 1972. The PAQ is concluded "in house" by the HR personnel or managers who are trained in administering and evaluating PAQs. It is widely used by HR departments as well as for Individual psychological assessment and Industrial Psychology.

The PAQ contains "job elements" or items which are 194 in number. The questionnaire defines roles and responsibilities associated with a position and further aids in determining the essential functions of a position, how appropriate is the position classification, if a particular position can be exempted from overtime and so on.

The 194 elements of PAQ are further classified into 6 divisions as under:

- (i) Information Input
- (ii) Mental Processes
- (iii) Work Output
- (iv) Relationship with other persons
- (v) Job context
- (vi) Job related variables

All the job elements are rated on 6 scales which are: importance, applicability, possibility of occurrence, extent of use, time, and some predetermined special codes for specific jobs.

The purpose of PAQ is to develop an 'internal equity' for the compensation offered in the organization. PAQ scores are used for performance appraisal, job evaluation, devising compensation plans, training-need analysis, job design, counseling and development of assessment centers. It also plays a pivotal role in selection of right candidates for particular jobs.

It has gained popularity because of its effectiveness, as well as being inexpensive and less time consuming. It can be administered with a minimum level of training of supervisors/managers. However, the minimum reading requirement of PAQ is at college-graduate level.

2.1.5 Work Connectivity Index

Q12. Explain about Work Connectivity Index.

Ans :

Work Connectivity Index (WCI) is a self assessment tool that assesses how effective your relationship is with others at work. WCI is developed by Dan Schawball with the assistance of Dr. Kevin Rockmann, an associate professor of management at George Mason School of Business.

Generally, individuals take relationships at work for granted. They need to assess how strongly they are connected with the team. A strong connectivity with other team mates will keep everyone engaged in the work, perform exceptionally well and become more committed to the future of the organization. It is suggested to the individuals to take Work Connectivity Index (WCI) and also encourage the other team members to take it to evaluate the level of team connectivity.

In Work connectivity Index (WCI) assessment, a set of question will be asked to the respondent (who is taking the assessment) on a scale of 1 - 5.

Strongly Disagree	Disagree	Not yet Decided	Agree	Strongly agree
1	2	3	4	5

2.1.6 Threshold Traits Analysis

Q13. Explain about Threshold traits analysis.

Ans :

The threshold traits analysis system (TTAS) differs from other worker oriented approaches in that it hypothesizes that there are thirty-three relatively enduring traits related to the performance of a large number of different jobs. These traits are divided into two broad classes: ability and attitude. Ability-oriented traits are considered "can do" factors whereas attitudinal traits are "willing to do" factors. Within TTAS, traits are assessed for six characteristics:

1. Level

Refers to a trait's complexity.

2. Practicality

Relates to the estimated proportion of job applicants thought to possess a given trait.

3. Weight

An index of the impact of a particular trait on overall job performance.

4. Degree

Represents a four-grade assessment (ranging from unacceptable to superior) of a person's possession of a trait.

5. Criticality

Refers to the relationship between possession of a trait and overall job performance.

6. Availability

Describes the supply/demand ratio of each trait level in the employer's labour market.

In TTAS, the heart of the job analysis is the evaluation of traits. This technique demands that incumbents, supervisors or other subject matter experts rate the relevance, level and practicality of each of the thirty-three traits. These ratings are analyzed to produce a basic functional description of the job. The functional job description then serves as the foundation for selection, training, performance evaluation and compensation.

Q14. Define job description. What are the characteristics of good job description?

Ans :

Meaning

Job Description is an important document which is basically descriptive in nature and contains a statement of Job analysis. It serves to identify a job for consideration by other job analysis. It tells us what should be done, why it should be done and where it should be done.

A job description is "an organized, factual statement of duties and responsibilities of a specific job". It tells what is to be done, how it is done and why ?

Contents

- Job title
- Location of the job
- Supervision given and receive
- Materials, tools, machinery
- Designation of superior/subordinates
- Salary particulars
- List of duties
- Conditions of work

- Training and development facilities

Characteristics

- Job description should indicate the scope and nature of the work including all important relation ships.
- It should be clear regarding the work, duties etc.
- More sportive words should be selected to show
 - (a) Kind of work
 - (b) Degree of complexity
 - (c) Degree of skill required
 - (d) Extent to which problems are standardized
 - (e) The extent of workers responsibility for each phase of the work
 - (f) Degree and type of accountability
- Supervisory responsibility should be shown to the incumbents. Brief and accurate statement should be used in order to accomplish the purpose.
- Utility of the description in meeting the basic requirements should be checked form the extent of understanding the job by reading the job description by a new employee.

Job description is prepared on the basis of data collected through job analysis. It is a functional description of the activities and duties to be performed in a job, the relation ship of the job with other jobs, equipment and tools involved, nature of the supervision, working conditions and hazards of the job and so on. All the major categories of jobs need to be spelled out in clear and comprehensive manner to determine the qualifications and skills required to perform a job. Thus job description differentiates one job form the other. Job description is a written statement of what a job does, how it is done and why it is done.

Purposes : Job description is done for the following :

- a) Grading and classification of jobs
- b) Placement and orientation of new employees
- c) Promotions and transfers
- d) Developing work standards
- e) Employee counseling

Q15. What is the role played by job description?

Ans :

Job description plays a crucial role in the recruitment and selection process of an organization. The following points highlights the role and importance of job description in the recruitment and selection process,

1. Facilitates the Availability of Information Required for Specification of Selection Criteria

The job description serves as the basis for the effective selection and recruitment. It determines the person specifications required for the recruitment and selection criteria. The selection criteria should be in accordance with the nature of work.

Job description clearly states the requirements for the job which serves as a basis for the selection criteria.

2. Informing the Applicants About the Nature of the Job

The applicants come to know about the nature of the job by referring the job descriptions published in the newspapers or the internet. The job description is accurate and provides the details of the job, the organization, location of the job and the salary level. In order to grab the attention of the employees the job description give a brief detail of the jobs. The job descriptions give an invitations to the applicants eligible for the job, by specifying the basic job requirements. The Individual can decide whether to apply for job or not based on job description

3. Primary Purpose and Major Functions of the Job Holds in the Organizations Structure

The job descriptions serve as a guide for newly selected employees. It states the major objectives of the selected employees and the much needed information. The new staff completely understands their basic purpose for the existence in the organization.

Q16. Differentiate between job analysis and job description.

Ans :

S.No.	Nature	Job Analysis	Job Description
1.	Definition	Job analysis is the process of studying and collecting information related to the operations, and responsibilities of a specific job.	Its an organized factual statement of duties and responsibilities of a specific job.

2.	Meaning	Its a method of collecting and analyzing the facts, related to a particular job.	It is an organized statement containing the facts, about the duties and responsibilities of a specific job.
3.	Scope	It has a broad scope which covers job description and job specification.	It has a narrow scope as it forms a part of job analysis.
4.	Elements	The two main components of job analysis includes job description and job specification.	Job description is a part of job analysis. It consist of job identification, job summary etc.
5.	Process / steps	It starts with organizational information selecting representative jobs, followed by job description, job specification and employee specification.	Starts with job identification followed by job summary, tells about the job relation with other jobs.
6.	Benefits	Job analysis helps in every phase of employment process (i.e.,) recruitment, selection, placement, etc.	It helps in job grading placement, promotions, and grievance redressal.

Q17. Define the term job specification. Explain its contents.

Ans :

Meaning

Job specification is a written statement of qualifications, traits, and mental characteristics that all individual must possess to perform the job duties and discharge responsibilities effectively.

A job specification is "a statement of minimum acceptable human qualities necessary to perform a job properly. In contrast to the job description it is a standard of personnel and designates the qualities required for acceptable performance.

Content

The job specification contains :

➤ **Physical specification**

Height, weight, vision, hearing, ability to lift weight, health, age, capacity to operate machines, tools and equipments.

➤ **Mental specifications**

Ability to perform, to interpret data, to read electrical circuits, drawings, reading abilities, judgement, memory, general intelligence etc.

➤ **Emotional and social specification**

Emotional stabilities, flexibility, social adaptability, personal appearance, dress, posture, features, voice required by the job.

➤ **Behavior specification**

Judgment, creativity, research, teaching ability, maturity.

Q18. Explain the differences between the job description and job specifications.

Ans :

The following are the differences between job description and job specifications,

SNo.	Job Description	SNo.	Job Specification
1.	Job description is an organized statement containing the facts about the duties and responsibilities of a specific job.	1.	Job specification is a statement consisting of the minimum level of qualifications, skills, talents, physical abilities experience etc., required for performing a job properly.
2.	Job description focuses on job characteristics	2.	Job specification focuses on individual characteristics.
3.	Job description measures the duties and responsibilities.	3.	Job specification measures the responsibilities performer by a person.
4.	Job description assists the candidate to understand the requirements of the job which are to be fulfilled by him/her.	4.	Job specification assists the management in finding an appropriate candidate for the job.
5.	Job description statement consists of, (i) Job identification (ii) Job summary (iii) Materials used (iv) Machines, tools and equipments	5.	Job specification consists of the following human qualifications required for performing the job, (i) Education (ii) Experience (iii) Training (iv) Judgement (v) Initiative (vi) Creativity
6.	Job description helps in, (i) Job grading and classification. (ii) Employee orientation and placement (iii) Promotions and transfers	6.	Job specification helps in, (i) Personal planning (ii) Performance appraisal (iii) Hiring (iv) Training and development

2.2 JOB DESIGN

Q19. What is Job Design? State the Objectives of Job Design.

Ans :

(June-18)

Introduction

The term 'job design' refers to the way the tasks are combined to form a complete job. It can be defined as building the specifications of the position, contents, method, and relationships of the job so as to meet with various technological and organizational requirements as well as meet the personal needs of job holders.

Job design is the process of structuring work and designating the specific activities at individual or group levels.

Definitions

- (i) **According to Michael Armstrong**, "Job design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying-out the job, in terms of techniques, systems, and procedures, and on the relationships that should exist between the job holder and his superior subordinates and colleagues".

- (ii) **According to Davis**, "Job design is the specification of the content, methods and relationships of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder".

Objectives

The three main objectives that a manager tries to realize in specifying jobs are:

1. Technical Feasibility

A job is a set of tasks or duties assigned to be performed. The person who holds the job must be capable of performing the assignment with the equipment and systems available and the job must take the necessary transformation of inputs into outputs. A job must not be beyond the reasonable limits of a person's skills or physical and mental endurance. Proper selection of process and equipment as well as proper training of employees helps ensure technical feasibility.

2. Economic Feasibility

The cost of performing the job should not be too High. Since many businesses must perform in a competitive environment, they are subject to some pressure, to keep prices at reasonable levels.

3. Behavioral Feasibility

Some characteristic of a job may affect the jobholder's perception of themselves, their perception of others and their relationships with others. The feelings that people desire from a job affect their motivation to perform it. Informal organizations or work groups have a large impact on the effectiveness of an organization. Attitudes are contagious and peer relations or peer pressure may be responsible for many of the motivational reactions of the workers.

Q20. Bring out the factors affecting job design.

Ans :

Job design is affected by organizational, environmental, and behavioural factors. A properly designed job Will make it productive and satisfying. If a job fails on this count, the fault lies with the job designers who, based on the feedback, must redesign the job see Fig. We now propose to elaborate the various factors affecting job design. Figure probably fails to capture the considerations that motivate Sudhir, Joe, Ming Mei and Jonelle to work on extreme jobs (see Opening Case).

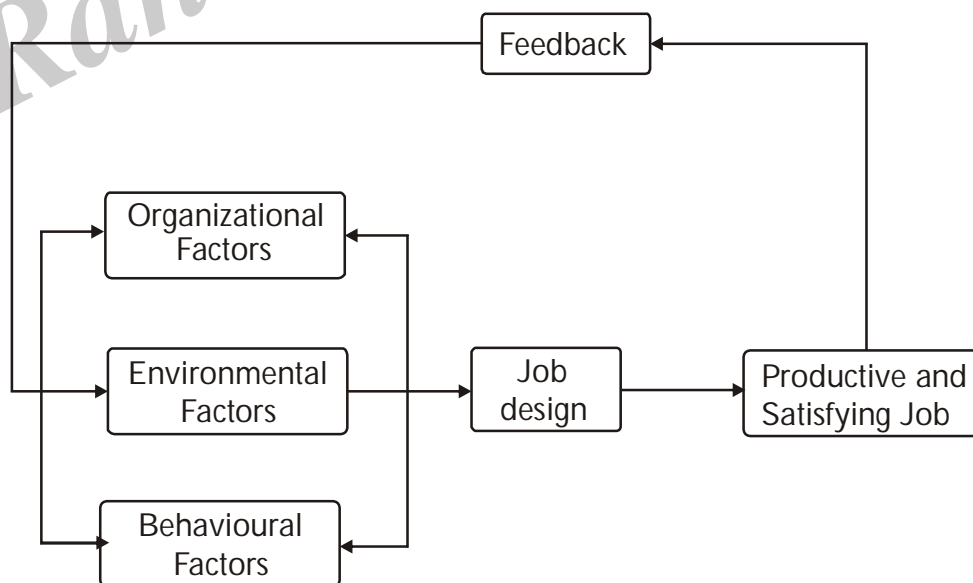


Fig.: Factor affecting Job design

(A) Organizational Factors

Organizational factors include characteristics of task, work flow, ergonomics, and work practices.

(i) Task

Job design requires the assembly of a number of tasks into a job or a group of jobs. An individual may carry out one main task which consists of a number of interrelated elements or functions. On the other hand, task functions may be split between a team working closely together or strung along an assembly line. In more complex jobs, individuals may carry out a variety of connected tasks, each with a number of functions, or these tasks may be allocated to a group of workers or divided between them. Complexity in a job may be a reflection of the number and variety of tasks to be carried out, or the range and scope of the decisions that have to be made, or the difficulty of predicting the outcome of decisions.

The internal structure of each task consists of three elements:

- (i) planning (deciding the course of action, timing and the resources required),
- (ii) executing (carrying out the plan), and
- (iii) controlling (monitoring performance and taking corrective action when required).

A completely integrated job will include all these elements for each of the tasks involved. The worker (or group of workers) having been given objectives in terms of output, quality and cost targets, decides on how the work is to be done, assembles the resources, performs the work, and monitors output, quality and cost standards. Responsibility in a job is measured by the amount of authority someone has to put to do all these things. The ideal job design is to integrate all the three elements.

(ii) Work Flow

The flow of work in a firm is strongly influenced by the nature of the product or service. The product or service usually suggests the sequence and balance between jobs if the work is to be done efficiently. For example, the frame of a car must be built before the fenders, and the doors can be added later. After the sequence of jobs is determined, the balance between jobs is established.

(iii) Ergonomics

Ergonomics is concerned with designing and shaping jobs to fit the physical abilities and characteristics of individuals so that they can perform their jobs effectively. Ergonomics helps employers to design jobs in such a way that workers' physical abilities and job demands are balanced. Ergonomics does not alter the nature of job tasks but the location of tools, switches and other facilities, keeping in view that the handling the job is the primary consideration.

(iv) Work Practices

Work practices are set ways of performing works. These methods may arise from tradition or the collective wishes of employees. Either way, the HR department's flexibility to design jobs is limited, especially when such practices are part of a union-management relationship. Failure to consider work practices can have undesirable outcomes.

(B) Environmental Factors

Environmental elements affect all activities of HRM, and job design is no exception. The external factors that have a bearing on job design are employee abilities and availability, and social and cultural expectations.

(i) Employee Abilities and Availability

Efficiency consideration must be balanced against the abilities and availability of the people who are to do the work. When Henry Ford made use

of the assembly line, for example, he was aware that most potential workers lacked any automobile-making experience. So jobs were designed simple and required little training. Therefore, considerable thought must be given as to who will actually do the work.

(ii) Social and Cultural Expectations

There were days when getting a job was the primary consideration. The worker was prepared to work on any job and under any working conditions. Not any more. Literacy, knowledge and awareness among workers have improved considerably, so also their expectations from jobs. Hence jobs must be designed to meet the expectations of workers.

(C) Behavioural Factors

Behavioural factors have to do with human needs and the necessity to satisfy them. Higher-level needs are more significant in this context. Individuals inspired by higher-level needs find jobs challenging and satisfying which are high on the following dimensions:

(i) Feedback

Individuals need to receive meaningful feedback about their performance, preferably by evaluating their own performance and defining the feedback. This implies that they need to ideally work on a complete product or on a significant part of it.

(ii) Autonomy

Autonomy is being responsible for what one does. It is the freedom to control one's responses to the environment. Jobs that give workers authority to make decisions will provide added responsibilities, which tend to increase the employee's sense of recognition and self-esteem. The absence of autonomy, on the other hand, can cause employee apathy or poor performance.

(iii) Use of Abilities

The job must be perceived by individuals as requiring them to use abilities they value in order to perform the job effectively.

(iv) Variety

Lack of variety may cause boredom. Boredom, in turn, leads to fatigue and fatigue causes mistakes. By injecting variety into jobs, personnel specialists can reduce errors caused by fatigue.

Q21. "The goals of job design is to integrate the needs of the individual with the organizational requirements" -discuss.

Ans : (Nov.-21)

The goals of job design is to integrate the needs of the individual with the organizational requirements. The needs of an individual employee include job satisfaction in the aspects such as,

- (a) Achievement or accomplishment.
- (b) Interest.
- (c) Challenge.

Similarly, the requirements of organization include,

- (a) Quality of Work (product/service).
- (b) High productivity.
- (c) Technical efficiency.

In job design, the jobs are set up in such a manner that it gives motivation to employees and helps them to meet their needs. For this purpose, it uses approaches such as job enrichment, job enlargement, job rotation and job simplification. As a result, the satisfied employees will improve the work quality, enhance productivity and develop technical efficiency, thereby meeting the requirements of organizations.

Q22. Explain the process of job design.

Ans :

For efficient performance of any task, a good job is quite essential. Job design is the logical sequence of job analysis. The job design process consists of the following steps:

1. Identification of Task

The first step of the process of job design is to identify the tasks to be accomplished by specifying the different skills and abilities, knowledge that are required by the incumbent employee to accomplish them successfully within a specified span of time.

2. Consideration of Individual and Team Needs

It's very important to consider the wants and needs of individuals. According to Richard Hackman, job characteristic models states that employees would be more satisfied and motivated to work if their jobs contain certain core characteristics. As such, attention should be given to include elements like skills variety, task identity, functional autonomy etc., while designing the job. The job design must be flexible enough to be enriched to keep the employees motivated.

Similarly, job designed for teams must provide the team with required freedom to nurture the creativity of all its members. Examples of team design techniques include 'employee teams' and 'employee involvement groups'.

3. Job Description and Comparison

Finally, job description must be done. This gives information about the functions, duties, responsibilities and operations which an employee needs to perform. Finally, the job design is compared with other jobs keeping in mind the working conditions and career opportunities for the job designed.

Q23. Explain the various approaches of job design.

(OR)

What are the approaches to job design?

(OR)

Explain various methods of job design.

(OR)

Explain the approaches of the job design in an organization.

Ans :

1. Job Rotation

Job rotation means moving employees from one job to another without any change in the job. In case of job rotation, an employee change to another job, but of similar job skill requirement to reduce boredom.

Advantages

- (i) It improves employees skills and knowledge
- (ii) For changing jobs employees can be more competent than performing only one job.

Disadvantages

- (i) Frequent change of employees from one to another causes interruption in the job.
- (ii) Employee may feel irritated with job rotation.
- (iii) As job rotation involves training, cost increases.

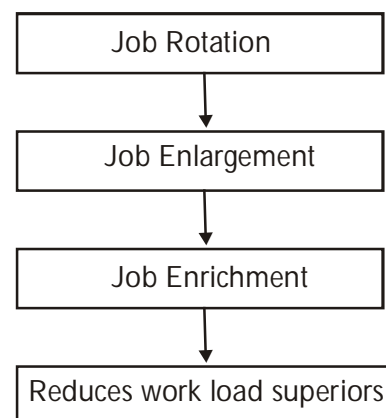


Fig.: Process of Job design

2. Job Enlargement

Job enlargement involves expansion of more tasks in to a job. By adding more tasks to job, enlargement will expand and gives different tasks to the job holders. Job enlargement reduces monotony by providing the employee more tasks in the job. It helps to increase the interest of employee's in work

and workers found benefits such as more satisfaction and less errors. Even in the job enlargement, the job could become bore sometimes when the job was already existed.

Advantages

➤ **Variety of skills**

Job enlargement helps the organization to improve and increase the skills of the employee due to organization as well as the individual benefit.

➤ **Improves earning capacity**

Due to job enlargement the person learns many new activities. When such people apply for jobs to other companies they can bargain for more salary.

➤ **Wide range of activities**

Job enlargement provides wide range of activities for employees. Since a single employee handles multiple activities the company can try and reduce the number of employees. This reduces the salary bill for the company.

Disadvantages

➤ **Increases work burden**

Job enlargement increases the work of the employee and not every company provides incentives and extra salary for extra work. Therefore the efforts of the individual may remain unrecognized.

➤ **Increasing frustration of the employee**

In many cases employees end up being frustrated because increased activities do not result in increased salaries.

➤ **Problem with union members**

Many union members may misunderstand job enlargement as exploitation of worker and may take objection to it.

3. **Job Enrichment**

Job enrichment has become a popular concept. It means designing, motivating jobs to make it more rewarding. Nowadays workers are better educated and getting high pay on their better performance.

By adding motivating factors to job, the job adds more responsibility and freedom to do it. Job enrichment is a type of improvement in the job which gives worker more responsibility, more opportunity for growth and more chances to contribute his ideas.

Advantages

1. **Interesting and challenging job**

When a certain amount of power is given to employees it makes the job more challenging for them, we can say that job enrichment is a method of employee empowerment.

2. **Improves decision making**

Through job enrichment we can improve the decision making ability of the employee by asking him to decide

3. **Action speaks of these higher order needs**

e.g. Ego and esteemed needs, self-actualization etc. These needs can be achieved through job enrichment.

4. **Reduces work load of superiors**

Job enrichment reduces the work load of senior staff. When decisions are taken by juniors the seniors work load is reduced.

Disadvantages

1. Job enrichment is based on the assumptions that workers have complete knowledge to take decisions and they have the right attitude. In reality this might not be the case due to which there can be problems in working.

2. Job enrichment has negative implications i.e.. Along with usual work decision making work is also given to the employees and not many may be comfortable with this.

3. Superiors may feel that power is being taken away from them and given to the junior's. This might lead to ego problems.

4. This method will only work in certain situations. Some jobs already give a lot of freedom and responsibility this method will not work for such jobs.

5. Some people are internally dissatisfied with the organization. For such people no amount of job enrichment can solve the problem.

Q24. What are the differences between job enlargement and job enrichment?

Ans :

Job enlargement and job enrichment are two techniques of job design in order to enhance productivity and satisfaction of the employees. However, they differ from each other in the following respects:

1. Nature of Job

The major difference between job enrichment and enlargement lies in the nature of additions to the job. Enlargement involves a horizontal loading or expansion, or addition of tasks of the same nature. Enrichment involves vertical loading of tasks and responsibility of the job holder; it improves the quality of the job in terms of its intrinsic worth.

2. Purpose

The purpose of job enlargement is to reduce the monotony in performing repetitive jobs by lengthening the cycle of operation. On the other hand, the purpose of job enrichment is making the job lively, challenging and satisfying. It satisfies the higher level needs such as ego satisfaction, self expression, sense of achievement and advancement of Job holders.

3. Skill Requirement

Job enlargement may not necessarily require the use of additional skills which the job holder was using in performing the job before the enlargement. This is due to similarity of additional tasks. Enrichment calls for development and utilization of higher skills, initiative, and innovation on the part of the job holder in performing the job.

4. Direction and Control

Job enlargement requires direction and control from external sources, say supervisor. In fact, the job holder may require more direction and control because of enlargement

of his responsibility. Enrichment does not require external direction and control as these come from the job holder himself. He requires only feedback from his supervisor.

2.3 JOB REDESIGN

Q25. Explain briefly about Job Restructuring.

Ans :

Job restructuring occurs when your employer changes the nature and functions of your position. This can include horizontal restructuring, that your current job requirements are modified to include some new tasks performed in other jobs on the same level.

Vertical restructuring is the term used when your position takes on responsibilities and tasks previously performed at higher levels.

1. Company Reorganization

A job restructuring may be part of a broader company reorganization. In this case a company may lay off a number of workers, shut down departments, eliminate certain activities and processes or shift the nature of work within the organization. In these circumstances your job restructuring may result from changes in the department in which your position functions, or the addition of more vertical responsibilities associated from reduction in layers of management or workers.

2. Reasonable Accommodation

A common reason companies restructure jobs is to meet their requirements to make reasonable accommodations for disabled workers. If a certain job requires lots of movement around the office, for instance, the company can restructure a position for someone with a physical disability that inhibits effective mobility. The job might then entail more phone and electronic communication or other duties the worker can perform from his desk area. Typically, reasonable accommodations include marginal or less critical job functions, as opposed to a major overhaul of a position

3. Employee Satisfaction

In some cases, employers restructure jobs simply for the benefit of the employee. An employee who is unmotivated because of routine, repetitive work may be allowed to take on other tasks previously performed by other positions. Some companies allow employees to have a position that balances a certain amount of time in a number of departments. For instance, a company may allow a worker to spend 30 hours a week in an operations or human resources position and other 10 hours participating on a diversity council or volunteer committee.

Q26. Explain the process job redesign.

Ans :

(i) Revising the Job Content

Job redesigning process involves recollecting and revising job-related information to determine the inconsistency between person and the job.

(ii) Analyzing Job-related Information

Once the job analyst is through with recollecting and revising the job content, analyzing the discrepancies is the next step. It is done to determine the hindrances in performing job-related tasks and duties and investigate why an employee is not able to deliver the expected output.

(iii) Altering the Job Elements

The next step is to amend the job elements. It may include cut back on extra responsibilities or addition of more functions and a higher degree of accountability. The basic aim of altering the job content is to design a job in such a manner that encourages employees to work harder and perform better.

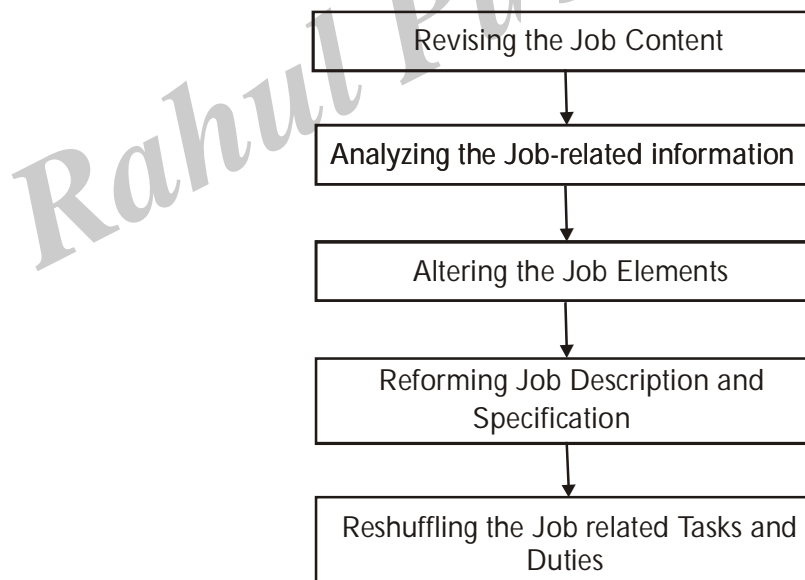


Fig. : Process of Job Redesign

(iv) Reformation of Job Description and Specification

After altering the job elements, a job analyst needs to reform the job description and specification in order to make sure that the worker placed at a particular place is able to deliver what is expected of him.

(v) Reshuffling the Job-related Tasks and Duties

Next is to reallocation of new or altered tasks and functions to employees. It may be done by rotating, enriching, enlarging and engineering the job. The idea is to motivate the performers while increasing their satisfaction level.

Q27. What are the advantages of job redesign?

Ans :

(i) Enhances the Quality of Work-Life

Job redesigning motivates the employees and enhances the quality of their work life. It increases their on-the-job productivity and encourages them to perform better.

(ii) Increases Organization's and Employees' Productivity

Altering their job functions and duties makes employees much comfortable and adds to their satisfaction level. The unambiguous job responsibilities and tasks motivate them to work harder and give their best output. Not only this, it also results in increased productivity of an organization.

(iii) Brings the Sense of Belongingness in Employees

Redesigning job and allowing employees to do what they are good at creates a sense of belongingness in them towards the organization. It is an effective strategy to retain the talent in the organization and encouraging them to carry out their responsibilities in a better fashion.

(iv) Creates a Right Person-Job Fit

Job Redesigning plays an important role in creating a right person-job fit while harnessing the full potential of employees. It helps organization as well as employees in achieving their targets or goals.

2.4 JOB EVALUATION**Q28. Define Job Evaluation. Explain the objectives of Job Evaluation.**

Ans :

(Nov.-21)

Meaning

Job Evaluation is a system where in a particular job of an enterprise is compared with its other jobs. In the present industrial era, there are different types of jobs which are performed in every business and industrial enterprise. Comparative study of these jobs is very essential because on the basis of such study the structure of wages for different types of jobs is prepared. The comparison of jobs may be made on the basis of different factors such as duties, responsibilities, working conditions, efforts, etc. In nut shell, it may be said that job evaluation is a process in which a particular job of a business and industrial enterprise is compared with other jobs of the enterprise.

Definitions

(i) According to Kimball and Kimball define job evaluation as "an effort to determine the relative value of every job in a plant to determine what the fair basic wage for such a job should be."

(ii) According to Wendell French, job evaluation is a process of determining the relative worth of the various jobs within the organization, so that differential wages may be paid to jobs of different worth.

The relative worth of a job means relative value produced.

We may define job evaluation as a process of analyzing and describing positions, grouping them and determining their relative value of comparing the duties of different position in terms of their different responsibilities and other requirements.

Objectives

The following are the objectives of job evaluation:

- (i) To secure and maintain complete, accurate and impersonal descriptions of each distinct job or occupation in the entire plant;
- (ii) To provide a standard procedure for determining the relative worth of each job in a plant;

- (iii) To determine the rate of pay for each job which is fair and equitable with relation to other jobs in the plant, community or industry?
- (iv) To ensure that like wages are paid to all qualified employees for like work;
- (v) To promote a fair and accurate consideration of all employees for advancement and transfer;
- (vi) To provide a factual basis for the consideration of wage rates for similar jobs in a community and industry.

Q29. State the various principles of Job Evaluation.

Ans :

There are certain broad principles, which should be kept in mind before putting the job evaluation program into practice. These principles are :

- (i) Rate the job and not the man. Each element should be rated on the basis of what the job itself requires.
- (ii) The elements selected for, rating purposes should be easily explainable in terms and as few in number as will cover the necessary requisites for every job without any overlapping.
- (iii) The elements should be clearly defined and properly selected.
- (iv) Any job rating plan must be sold to foremen and employees. The success in selling it will depend on a clear-cut explanation and illustration of the plan.
- (v) Foremen should participate in the rating of jobs in their own departments.
- (vi) Maximum co-operation can be obtained from employees when they themselves have an opportunity to discuss job ratings.
- (vii) In talking to foremen and employees, any discussion of money value should be avoided. Only point values and degrees of each element should be discussed.

- (viii) Too many occupational wages should not be established. It would be unwise to adopt an occupational wage for each total of point values.

Q30. Explain the advantages of Job Evaluation.

Ans :

Advantages

Job evaluation enjoys the following advantages:

- (i) Job evaluation is a logical and to some extent an objective method of ranking jobs relative to one another. It may help in removing inequalities in existing wage structures and in maintaining sound and consistent wage differentials a plant or industry.
- (ii) In the case of new jobs, the method often facilitates fitting them into the existing wage structure.
- (iii) The method helps in removing grievances arising out of relative wages; and it improves labour management relations.
- (iv) The method replaces the many accidental factors, occurring in less systematic procedures, of wage bargaining by more impersonal and objective standards, thus establishing a clear basis for negotiations.
- (v) The method may lead to greater uniformity in wage rates, thus simplifying wage administration.
- (vi) The information collected in the process of job description and analysis may also be used for the improvement of selection, transfer and promotion procedures on the basis of comparative job requirements.
- (vii) Such information also reveals that workers are engaged on jobs requiring less skill and other qualities than they possess, thereby pointing to the possibility of making more efficient use of the plant's labour force.

Q31. Explain the methods of Job Evaluation.

(OR)

What are the techniques of Job Evaluation?

Ans :

(Imp)

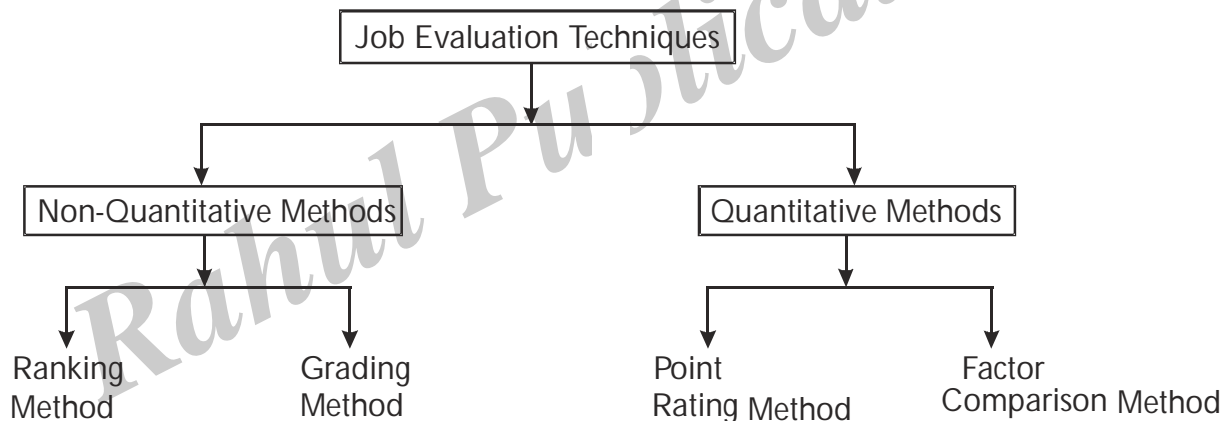
The job evaluation methods are classified into two broad Categories.

1. Non-quantitative Methods/Qualitative Method
2. Quantitative Methods.

1. Non-quantitative Methods/Qualitative Methods

Non-quantitative methods are also called as non-analytical (or) summary systems. They are simple and utilize non-quantitative techniques for listing the jobs in order of their difficulty. These include two methods namely,

- (a) Ranking method/Job comparison method
- (b) Grading method/Job classification method.



(a) Ranking Method

Ranking method involves comparison of each job as a whole with other jobs and arranging them in the order of their importance from highest to lowest. The ranking criteria involves judging the duties, responsibilities and demands on the job holder.

Three different techniques are available for ranking the jobs. The techniques are,

(i) Job Description

In this, a written job description for every job is prepared and analyzed. The jobs are divided on the basis of duties, responsibilities, skill requirements etc., and are ranked depending upon significance. Many raters independently rank each job. The average of all these ratings give the final ranking. The following table is used to determine the ranks.

Example

Job	Rater 1	Rater 2	Rater 3	Rater 4	Average
A					
B					
C					
D					

Job description method is used when there are only a few jobs. This technique does not hold for large organizations where there are large number of jobs.

(ii) Paired Comparison

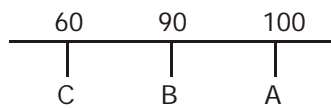
In this method, each job is paired with every job in the series and the more difficult job in each pair is identified. Ranks are assigned on the basis of number of times a job is rated more difficult. The below table is an example of paired comparison method.

Example

Pair	More Difficult job	Rank
A B COO – System Administrator	A COO	1
B C HR Manager - Editor	B HR Manager	2
A C COO – Editor	A COO	
D E Content Writer - Receptionist	C Content Writer	3
B E HR Manager - Receptionist	B HR Manager	
A E COO – Receptionist	A COO	

(iii) Ranking along a Number Line

In this method, the ranks obtained through job description and paired comparisons are taken along a number line. The jobs are placed on the line on the basis of the closeness to the job that is ranked highest. The following is an example obtained by combining the above two examples.

**Merits**

The following are the advantages of ranking method.

- It is the simplest and the oldest method.
- It is economical to be adopted and consumes less time.
- There is no wastage of material and involves less paper work.

Demerits

The demerits of ranking method are,

- Ranking method just reveals the importance of one job from the other but does not specify the degree of difference between the jobs.
- It involves subjective judgement and therefore it is less accurate and not fully reliable.
- The rater should be familiar with all the jobs to be rated.

(b) Grading Method

This method is also called as 'Job Classification Method'. This method involves the following procedure,

- Developing job grades (or) job classes. A job grade is a group of different jobs requiring similar skills to perform.
- A written description is used to define each job grade.
- Classifying each job into an appropriate grade depending on the degree to which its characteristics match the grade definitions.

Merits

The grading method has the following advantages

- It is simple and easy to understand.
- It is more systematic and accurate when compared to ranking method.

- It is economical and best fits the small concerns.
- It simplifies wage administration.
- It facilitates in developing a systematic organizational structure.
- This method is practised in government offices.

Demerits

Though this method is advantageous, it has the following limitations.

- Writing an accurate and precise job grades description is very difficult.
- It is difficult to classify the jobs that involve tasks which overlap.
- It is a rigid system.

2. Quantitative Methods

These methods use quantitative techniques for listing the jobs. They are very complex and are time consuming. They are also called as analytical systems. These include two methods namely,

- (a) Point Rating Method
- (b) Factor Comparison Method.

(a) Point Rating Method

This is the most commonly used technique of job evaluation. In this method the jobs are divided into component factors and each factor is assigned some points/weights depending upon its importance in a particular job. Thus, the total points obtained for a job gives its relative worth.

The following procedure is used for point rating method.

(i) Selecting the Jobs to be Evaluated

A large organization has many jobs involving different skills, efforts and working conditions. Therefore, a few representative jobs are selected from each category.

(ii) Choosing the Factors

In this stage, the selected jobs are analyzed and the factors common to all these jobs are identified. The factors selected for evaluation should be significant, measurable and acceptable to both workers and the management. The factors can also be divided into sub-factors.

Example

Skills are divided into sub-factors like education, experience, training, judgemental capability etc. Efforts are divided into physical and mental sub-factors.

(iii) Defining the Factors

The chosen factors and sub-factors are defined in the written form so that all the raters can interpret the factors in the same way.

(iv) Determining the Degree of Each Factor

The degrees for each factor are defined clearly. Same number of degrees should be used for each factor in all the jobs.

(v) Determining the Value of Job Factors

The relative value of a factor depends upon its significance/importance in a given job. The points for a particular factor are allocated depending on its sub-factors.

(vi) Assigning Point Values to Degrees

Point values for each degree are assigned on the basis of arithmetic progression.

(vii) Determining the Point Value of the Job

The total points of a job are obtained by adding the points allocated to each of its factors. The

total points obtained to a job indicate its relative worth.

(viii) Assigning the Money Value to each Job

As the worth of a job is determined, it is connected to money values in relation with the existing wage rates.

Sequentially and effectively followed, above steps lead to the success of point rating method.

Merits

The following are the advantages of point rating method,

- It facilitates in determining system wage differentials according to job content.
- It is most comprehensive and accurate as factors are divided into sub-factors.
- It is most comprehensive and accurate as factors are divided into sub-factors.
- It reduces bias and human judgement as uniform point scores and money values are assigned.

Demerits

Though point rating is the most commonly used method, it suffers from the following limitations.

- It is complicated and therefore difficult for an average worker to understand it.
- It is expensive and time consuming.
- Managerial jobs can't be measured by using this technique.

(b) Factor Comparison Method

This method is a combination of ranking and point systems. All jobs are compared to each other for the purpose of determining their

relative importance by selecting four or five major job elements or factors which are more or less common to all jobs. These elements are not predetermined. These are chosen on the basis of job analysis. The few factors which are customarily used are :

- (i) Mental requirements
- (ii) Skill
- (iii) Physical requirements
- (iv) Responsibilities
- (v) working conditions, etc. A few jobs are selected as key jobs which serve as standard against which all other jobs are compared. Key job is one whose contents have been stabilized over a period of time and whose wage rate is considered to be presently correct by the management and the union.

This method follows the following procedure,

(i) Selecting and Defining the Factors

Factors like skills, responsibilities, working conditions common to all the jobs are selected and defined clearly.

(ii) Selecting the Key/Representative Jobs

The key jobs in the organization are selected and they are used as standards for comparing other jobs.

(iii) Ranking the Key Jobs by Factors

The key jobs are carefully analyzed and are rated in terms of selected factors.

(iv) Deciding the Key Job Rates

Fair and equitable wage rates are determined.

(v) Assigning the Wage Rate

Allocating the wage rate for a job depending on identified and ranked factors.

(vi) Comparing the Other Jobs

The remaining jobs are compared with the key jobs in terms of each factor.

Merits

Factor comparison method serves the following advantages,

- (a) Relatively more analytical and objective method.
- (b) The chances of overlap are less because only few factors are utilized.
- (c) Logical procedure is involved.
- (d) It is flexible and has no upper limit for the rating of a factor.
- (e) More reliable and valid.
- (f) Fair money values are assigned.

Demerits

The disadvantages are,

- (a) It is expensive and time consuming.
- (b) It is difficult to understand and operate.

Q32. Explain the limitations of job evaluation.

Ans :

- (i) Though many ways of applying the job evaluation technique are available, rapid changes in technology and in the supply and demand of particular skills have given rise to problems of adjustment.
- (ii) Substantial differences exist between job factors and the factors emphasized in the market. These differences are wider in cases in which the average pay offered by a company is lower than that prevalent in other companies in the same industry or in the same geographical area.
- (iii) Job factors fluctuate because of changes in production technology, information system, and division of labour and such other factors. Therefore, the evaluation of a job today is made on the basis of job factors, and does not reflect the time job value in future. In other words, continuing attention and frequent evaluation of a job are essential.
- (iv) Higher rates of pay for some jobs at the earlier stages than other jobs or the evaluation of a job higher in the organizational hierarchy at a lower rate than another job relatively lower in the organizational hierarchy often give rise to human relations problems and lead to grievances among those holding these jobs.

2.5 COMPETENCY MODELING

Q33. What is Competency Modeling? How is Competency Modeling used in the hiring process.

Ans :

A competency model is a set of guidelines that define the skills, knowledge, and abilities (KSAs) required for an employee to perform their job successfully. Competency modeling is typically used by the human resources department of an organization to screen and evaluate candidates during recruitment, in an effort to meet the company's objectives.

1. Recruitment

Competency modeling is an important aspect of the recruitment process as it allows companies to ensure that new hires align with the company culture and have the core skills and knowledge required for the position. The competency model assists HR staff in writing well-defined job descriptions and clarifies expectations for potential employees.

In addition, it informs the interview stage by enabling the hiring manager to ask specific questions, thereby identifying skills gaps among candidates. This adds structure to interviews and helps companies to hire the right people for the job.

2. Talent management

A competency model provides a framework for the talent management cycle, including recruiting, on boarding, training and development, and succession planning. It allows talent managers to have a clearer idea of the skills that need to be developed in employees, and can be tailored to each role.

3. Performance management

Competency modeling allows companies to put in place performance goals and properly assess employees during performance reviews. Furthermore, it provides clear direction for employees by outlining areas for improvement. This enables companies to distinguish between top and average performers, engage employees, and work on achieving the organization's goals.

Q34. What are the benefits of competency modeling?

Ans :

- Streamlines the recruitment process and improves employee retention.
- Provides direction for workplace performance that aligns with company goals and strategies.
- Enables the HR department to have a clear idea of required skills, abilities, and behaviors.
- Enables an organization to measure employee performance and improve talent acquisition and management.
- Enables HR to define and outline training and development needs.
- Allows employees to learn about and work toward performance goals.
- Provides a system of fair measurement for performance evaluations.

Q35. State the differences between Traditional Job analysis and competency Modelling.

Ans :

S.No.	Basis	Traditional Job Analysis	Competency Modelling
1.	Nature	It lacks user friendliness.	It is more user friendly
2.	Orientation	It is past oriented	It is future oriented
3.	Performance	It analyses the typical performance	It analyses the utmost or best performance.
4.	Approach	It adopts a bottom up approach i.e., from employees to senior management.	It adopts a top down approach i.e., from senior management to employees.
6.	Progression	It is likely to exclude progression information.	It is likely to include progression information
7.	Link	It has no link with goals and strategies of organization.	It is actively linked to goals and strategies of organization.

2.6 COGNITIVE TASK ANALYSIS

Q36. Define Cognitive task analysis. State its Objectives.

Ans :

Definition

According to Rosen, Salas, Lazzara & Lyons (2012), "cognitive task analysis is a broad set of tools, techniques and approaches for eliciting, analyzing and representing the knowledge and cognitive processes involved in task analysis". In simple words, "it is a collection of methods that aim to identifying the cognitive or mental activities used (by the expert) for completing the task".

CTA deals with how an expert or operator respond to task or job assign to him/her. It evaluates how the expert is using his/her mental processes to analyze the task given, make decisions and takes an action.

Objectives of CTA

Some of the objectives of CTA are as follows,

1. The objective of Cognitive Task Analysis (CTA) is to identify the cognitive skills (such as decision-making, reasoning, thinking, problem solving, learning and paying attention) needed to carryout a specific job or task.
2. It also aim at analyzing and learning.

2.7 PERFORMANCE APPRAISAL

Q37. Define Performance Appraisal. Explain the characteristics of Performance Appraisal.

Ans :

Meaning

Performance appraisal or Performance evaluation is a method of evaluating the behaviour of employees in a work place, normally including both the quantitative and qualitative aspect of job performance. Performance here refers to the degree of accomplishment of the tasks that makeup an individual's job. It indicates how well an individual fulfilling the job demands. Performance is measured in terms of results. Thus, Performance appraisal is the process of assessing the performance or progress of an employee, or a group of employees on the given job, as well as his potential for future development. Thus, performance appraisal comprises all formal procedures used in organizations to evaluate contributions, personality, and potential of individual employees.

Definitions

- (i) **According to Edwin Flippo**, "Performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job."
- (ii) **According to Cummings**, "The overall objective of performance appraisal is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it. Such appraisals achieve four objectives including the salary reviews the development and training of individuals, planning job rotation and assistance promotions."

Characteristics

1. A Process

Performance appraisal is not a one-act play. It is rather a process that involves several acts or steps.

2. Systematic Assessment

Performance appraisal is a systematic assessment of an employee's strengths and weakness in the context of the given job.

3. Main Objective

The main objective of it is to know how well an employee is going for the organization and what needs to be improved in him.

4. Scientific Evaluation

It is an objective, unbiased and scientific evaluation through similar measure and procedures for all employees in a formal manner.

5. Periodic Evaluation

Although informal appraisals tend to take place in an unscheduled manner (on continuous) basis with the enterprises a supervisors evaluate their subordinates work and as subordinates appraise each other and supervisors on a daily basis.

6. Continuous Process

In addition to being periodic performance usually is an ongoing process.

Q38. Explain the purpose of performance appraisal.

Ans :

The following are the main purposes of performance appraisal:

1. Appraisal Procedure

It provides a common and unified measure of performance appraisal, so that all employees are evaluated in the same manner. It gives an in discriminatory rating of all the employees.

2. Decision Making

Performance appraisal of the employees is extremely useful in the decision making process of the organization. In selection, training, promotion, pay increment and in transfer, performance appraisal is very useful tool.

3. Work Performance Records

Performance appraisal gives us a complete information in the form of records regarding every employee. In the case of industrial disputes even arbitrator accepts these records in the course of grievance handling procedure.

4. Employees Development

Performance appraisal guides the employees in removing their defects and improving their working. The weaknesses of the employee recorded in the performance appraisal provide the basis for an individual development programme. If properly recorded and used, the performance appraisal gives the fair opportunities to employees to correct and rectify their mistakes.

5. Enables Supervisors to be More Alert and Competent

Performance appraisal enables supervisor to be more alert and competent and to improve the quality of supervision by giving him a complete record of employee's performance. He can guide an employee, where he is prone to commit mistakes.

6. Merit Rating

Merit rating is another name of performance appraisal, it gives supervisors a more effective tool for rating their personnel. It enables them to make more careful analysis of employee's performance and make them more productive and useful.

7. Improves Employer Employee Relations

Performance appraisal is not only a useful guide for the supervisors and employees but it improves the employer-employee relations by creating a more conducive and amicable atmosphere in the organization. It also stimulates free exchange of thoughts and ideas between the supervisor and his men. In this way performance appraisal bridges the emotional gap between the employer and employee by bringing them more close and by reducing man-to-man differences in the organization.

Q39. Explain the Needs for Performance Appraisal.

Ans :

- (i) Performance appraisal serves as the basis for personnel policies by providing valuable information for personnel decisions such as pay increase, promotions, demotions, transfers and terminations.
- (ii) Guides in judging the effectiveness of HR activities like recruitment, selection, placement, orientation and training existing in the organization.
- (iii) It facilitates in identifying training needs by revealing the people who require training.
- (iv) It identifies individuals with high potential for higher positions.
- (v) By providing appropriate feedback, working and counselling, performance appraisal improves performance of an employee.
- (vi) It guides in human resource planning, career planning and succession planning.
- (vii) It creates a positive working environment that increases productivity.
- (viii) Performance appraisal motivates and creates competitive spirit in employees to improve their performance.
- (ix) Systematically carried out performance appraisal provides an opportunity to the management to size up its employees.
- (x) It enables the manager/supervisor to understand his/ her strengths and weaknesses.
- (xi) Helps in reducing employee grievances.
- (xii) Systematically maintained appraisal records protect the management from the discriminations levelled by the trade union leaders.

Q40. State the uses of performance appraisal.

Ans :

Performance appraisal helps the employees in Self-improvement and Self-development. It helps the management in taking decisions about Placement, Promotions, Transfer, Training and Development, etc. It helps to achieve individual and

organizational goals. It is useful to the employees and the organization. Therefore, Performance Appraisal should be conducted objectively from time to time.

1. Help in Deciding Promotion

It is in the best interest of the management to promote the employees to the positions where they can most effectively use their abilities. A well-organized, development and administered performance appraisal programme may help the management in determining whether an individual should be considered for promotion.

2. Help in Personnel Actions

Personnel actions such as lay-offs, demotions, transfers and discharges etc. may be justified only if they are based on performance appraisal.

3. Help in Wage and Salary Administration

The wage increase given to some employees on the basis of their performance may be justified by the performance appraisal results.

4. Help in Training and Development

An appropriate system of performance appraisal helps the management in devising training and development programmes and in identifying the areas of skill or knowledge in which several employees are not at par with the job requirements.

5. Aid to Personnel Research

Performance appraisal helps in conducting research in the field of personnel management. Theories in personnel field are the outcome of efforts to find out the cause and effect relationship between personnel and their performance. By studying the various problems which are faced by the performance appraiser, new areas of research may be developed in personnel field.

6. Help in Self Evaluation

Performance appraisal helps the employee in another way also. Every employee is anxious to know his performance on the job and his potentials for higher jobs so as to bring himself to the level of that position.

Q41. Explain the essentials of effective performance appraisal system.

Ans :

1. Mutual Trust

The existence of an atmosphere of confidence and trust so that both supervisor and employee may discuss matters frankly and offer suggestions which may be beneficial for the organization and for an improvement of the employee. An atmosphere of mutual trust and confidence should be created in the organization before introducing the appraisal system.

2. Clear Objectives

The objectives and uses of performance appraisal should be made clear and specific. The objectives should be relevant, timely and open.

3. Standardization

Well-defined performance factors and criteria should be developed. These factors as well as appraisal form, procedures and techniques should be standardized. It will help to ensure uniformity and comparison of ratings.

4. Training

Evaluators should be given training in philosophy and techniques of appraisal. They should be provided with knowledge and skills in documenting appraisals, conducting post appraisal interviews, rating errors, etc.

5. Job Relatedness

The evaluators should focus attention on job-related behaviour and performance of employees. The results of performance rather than personality traits should be given due weight.

6. Strength and Weaknesses

The raters should be required to justify their ratings. The supervisor should try to analyze the strength and weaknesses of an employee and advise him on correcting the weakness.

7. Individual Differences

While designing the appraisal system, individual differences in organizations should be recognized. Organizations differ in terms of size, nature, needs and environment. Therefore, the appraisal system should be tailor-made for the particular organization.

8. Feedback and Participation

Arrangements should be made to communicate the ratings to both the employees and the raters. The employees should actively participate in managing performance and in the ongoing process of evaluation. The superior should play the role of coach and counsellor.

9. Post Appraisal Interview

A post-appraisal interview should be arranged so that employees may be supplied with feedback and the organization may know the difficulties under which employees work, so that their training needs may be discovered.

10. Review and Appeal

A mechanism for review of ratings should be provided. Which particular technique is to be adopted for appraisal should be governed by such factors as the size, financial resources, philosophy and objectives of an organization.

Q42. Explain the various methods of performance appraisal.

(OR)

Bring out the methods of performance appraisal. Explain them in detail.

Ans :

(June-19)

Several methods and techniques are used for evaluating employee performance. They may be classified into two broad categories. They are Traditional Methods and Modern Methods.

Traditional Methods**1. Ranking Method**

Ranking method is the oldest and simplest method of rating. Here, each employee is compared with all others performing the same job and then he is given a particular rank i.e. First Rank, Second Rank etc. This method ranks all employees but it does not tell us the degree or extent of superiority. In this method, the performance of individual employee is not compared with the standard performance. Here, the best is given first rank and poorest gets the last rank.

2. Paired Comparison

In method is comparatively simpler as compared to ranking method. In this method, the evaluator ranks employees by comparing one employee with all other employees in the group. The rater is given slips where, each slip has a pair of names, the rater puts a tick mark next those employee whom he considers to be the better of the two. This employee is compared number of times so as to determine the final ranking.

3. Grading Method

Under this method of performance appraisal, different grades are developed for evaluating the ability of different employees and then the employees are placed in these grades. These grades may be as follows:

- (i) Excellent
- (ii) very good
- (iii) Good
- (iv) Average
- (v) Bad
- (vi) Worst.

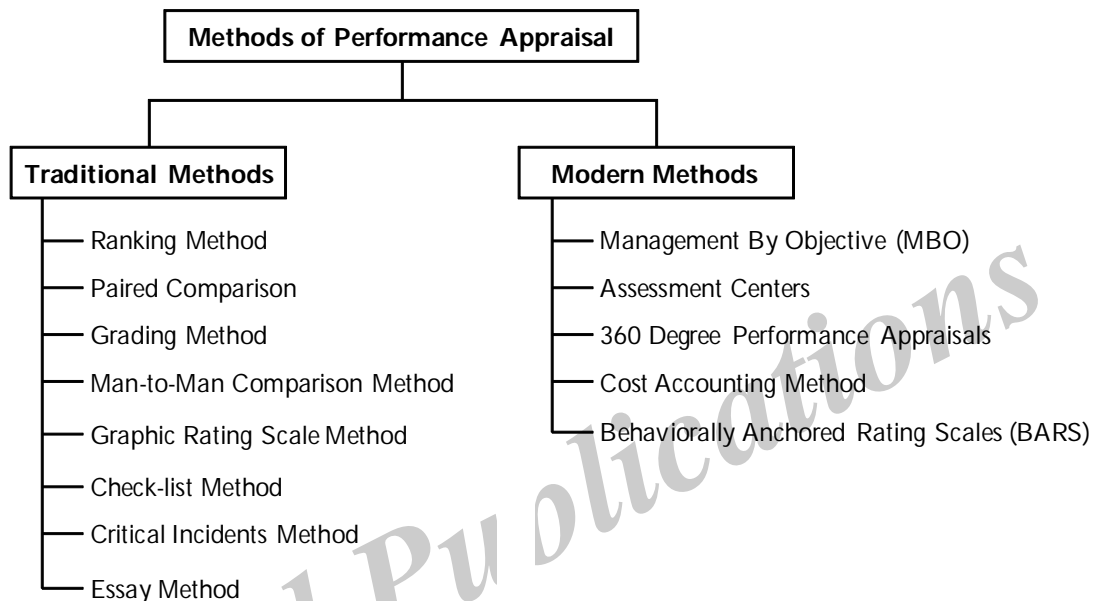


Fig.: Methods of Performance Appraisal

4. Man-to-Man Comparison Method

This method was first used in USA army during the 1st World War. Under this method, few factors are selected for analysis purposes. These factors are: leadership, dependability and initiative. After that a scale is designed by the rate for each factor.

A scale of person is also developed for each selected factor. Each person to be rated is compared with the person in the scale, and certain scores for each factor are awarded to him/her. In other words, instead of comparing a whole man to a whole man personnel are compared to the key man in respect of one factor at a time. We can use this method in job evaluation. This method is also known as the Factor Comparison Method.

5. Graphic Rating Scale Method

This is the very popular, traditional method of performance appraisal. Under this method, scales are established for a number of fairly specific factors. A printed form is supplied to the rater. The form contains a number of factors to be rated. Employee characteristics and contributions include qualities like quality of work, dependability, creative ability and so on. These traits are then evaluated on a continuous scale, where the rater places a mark somewhere along the scale. The scores are tabulated and a comparison of scores among the different individuals is made. These scores indicate the work of every individual.

6. Check-list Method

The main reason for using this method is to reduce the burden of evaluator. In this method of evaluation the evaluator is provided with the appraisal report which consist of series of questions which is related to the appraise. Such questions are prepared in a manner that reflects the behavior of the concerned appraise.

7. Critical Incidents Method

This method is very useful for finding out those employees who have the highest potential to work in a critical situation. Such an incidence is very important for organization as they get a sense, how a supervisor has handled a situation in the case of sudden trouble in an organization, which gives an idea about his leadership qualities and handling of situation. It is also said to be a continuous appraisal method where employees are appraised continuously by keeping in mind the critical situation. In this method, only the case of sudden trouble and behaviour associated with these incidents or trouble are taken for evaluation.

8. Essay Method

In this method, the rater writes a detailed description on an employee's characteristics and behavior, Knowledge about organizational policies, procedures and rules, Knowledge about the job Training and development needs of the employee, strengths, weakness, past performance, potential and suggestions for improvement. It is said to be the encouraging and simple method to use. It does not need difficult formats and specific training to complete it.

Modern Methods**1. Management by Objective (MBO)**

It was Peter F. Drucker who first gave the concept of MBO to the world in 1954 when his book The Practice of Management was first published. Management by objective can be described as, a process whereby the superior and subordinate managers of an organization jointly identify its common goals, define each individual's major areas of responsibility in terms of results expected of him and use these measures as guides for operating the unit and assessing the contribution of each of its members.

2. Assessment Centres

It is a method which was first implemented in German Army in 1930. With the passage of time industrial houses and business started using this method. This is a system of assessment where individual employee is assessed by many experts by using different technique of performance appraisal. The techniques which may be used are role playing, case studies, simulation exercises, transactional analysis etc.

In this method employees from different departments are brought together for an assignment which they are supposed to perform in a group, as if they are working for a higher post or promoted. Each employee is ranked by the observer on the basis of merit. The basic purpose behind assessment is to recognize whether a particular employee can be promoted, or is there any need for training or development. This method has certain advantages such as it helps the observer in making correct decision in terms of which employee has the capability of getting promoted, but it has certain disadvantages also it is costly and time consuming, discourages the poor performers etc.

3. 360 Degree Performance Appraisals

This method is also known as 'multi-rater feedback', it is the appraisal in a wider perspective where the comment about the employees' performance comes from all the possible sources that are directly or indirectly related with the employee on his job. In 360 degree performance appraisal an

employee can be appraised by his peers, managers (i.e. superior), subordinates, team members, customers, suppliers/ vendors - anyone who comes into direct or indirect contact with the employee and can provide necessary information or feedback regarding performance of the employee the "on-the-job".

The four major component of 360 degree performance appraisal are:

- i) Employees Self Appraisal
- ii) Appraisal by Superior
- iii) Appraisal by Subordinate
- iv) Peer Appraisal.

i) Employees Self Appraisal

Employee self appraisal gives an option to the employee to know his own strengths and weaknesses, his achievements, and judge his own performance.

ii) Appraisal by Superior

Appraisal by superior forms the traditional part of the 360 degree performance appraisal where the employees' responsibilities and actual performance is judged by the superior.

iii) Appraisal by Subordinate

Appraisal by subordinate gives a chance to evaluate the employee on the basis of communication and motivating abilities, superior's ability to delegate the work, leadership qualities etc. It is also known as internal customers.

iv) Peer Appraisal

The correct opinion given by peers can aid to find employees' who are co-operative, employees who ready to work in a team and understanding towards others.

4. Cost Accounting Method

In this method performance of an employee is evaluated on the basis of monetary returns the employee gives to his or her organization.

A relationship is recognized between the cost included in keeping the employee in an organization and the benefit the organization gets from him or her. The evaluation is based on the established relationship between the cost and the benefit. The following factors are considered while evaluating an employee's performance:

- Interpersonal relationship with others.
- Quality of product produced or service given to the organization.
- Wastage, damage, accidents caused by the employee.
- Average value of production or service by an employee.
- Overhead cost incurred.

5. Behaviorally Anchored Rating Scales (BARS)

- This method is a combination of traditional rating scales and critical incidents methods.
- It consists of preset critical areas of job performance or sets of behavioural statements which describes the important job performance qualities as good or bad (for e.g. the qualities like inter personal relationships, flexibility and consistency, job knowledge etc).
- These statements are developed from critical incidents.
- These behavioral examples are then again translated into appropriate performance dimensions.
- Those that are selected into the dimension are retained. The final groups of behavior incidents are then scaled numerically to a level of performance that is perceived to represent.
- A rater must indicate which behavior on each scale best describes an employee's performance.

- The results of the above processes are behavioural descriptions, such as anticipate, plan, executes, solves immediate problems, carries out orders, and handles urgent situation situations. This method has following advantages:

- a) It reduces rating errors
- b) Behavior is assessed over traits.
- c) It gives an idea about the behavior to the employee and the rater about which behaviors bring good Performance and which bring bad performance.

2.8 HR PLANNING

Q43. Define Human Resource Planning (HRP).

Ans :

Introduction

Human Resource Planning is concerned with the planning the future manpower requirements are the organization. Human Resource manager ensures that the company has the right type of people in the right number at the right time and place, who are trained and motivated to do the right kind of work at the right time. Obviously, human resource planning primarily makes appropriate projections for future manpower needs of the organization envisages plan for developing the manpower to suit the changing needs of the organization from time to time, and foresees how to monitor and evaluate the future performance. It also includes the replacement plans and managerial succession plans. Human Resource planning is the process by which a management determines how an organization should move from its current manpower position to its desired manpower position. Through planning a management strives to have the right number and the right kinds of people at the right places, at the right time, to do things which result in both the organization and the individual receiving the maximum long-range benefit.

Definitions

(i) **According to Wikstrom**, Human Resource Planning consists of a series of activities, viz.,

- (a) Forecasting future manpower requirements, either in terms of mathematical projections of trends in the economic environment and developments in industry, or in terms of judgemental estimates based upon the specific future plans of a company.
- (b) Making an inventory of present manpower resources and assessing the extent to which these resources are employed optimally
- (c) Anticipating manpower problems by projecting present resources into the future and comparing them with the forecast of requirements to determine their adequacy, both quantitatively and qualitatively; and
- (d) Planning the necessary programmes of requirements, selection, training, development, utilization, transfer, promotion, motivation and compensation to ensure that future manpower requirements are properly met.

(ii) **According to Coleman** has defined Human Resource Planning as "the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organization".

Human resource planning is a double-edged weapon. If used properly, it leads to the maximum utilization of human resources, reduces excessive labour turnover and high absenteeism; improves productivity and aids in achieving the objectives of an organization. Faultily used, it leads to disruption in the flow of work, lower production, less job satisfaction, high cost of production and constant headaches for the management personnel. Therefore, for the success of an enterprise, human resource planning is a very important function, which can be neglected only at its own peril.

Q44. State the objectives of HR planning.

Ans :

The major objectives of Human Resource Planning in an organization are to:

- (i) Ensure optimum use of human resources currently employed;
- (ii) Avoid imbalances in the distribution and allocation of human resources;
- (iii) Assess or forecast future skill requirements of the organization's overall objectives;
- (iv) Provide control measure to ensure availability of necessary resources when required;
- (v) Control the cost aspect of human resources;
- (vi) Formulate transfer and promotion policies.

Q45. Explain the process of HR Planning.

(OR)

Outline the process of HR Planning.

(OR)

Discuss the Process of HR Planning.

Ans :

(Nov.-21)

Human resource planning refers to a process by which companies ensure that they have the right number and kinds of people at the right place, at the right time; capable of performing diverse jobs professionally. Planning the use of human resources is an important function in every organization. A rational estimate of various categories of personnel in the organization is an important aspect of human resource planning. HRP involves the following steps:

1. Analysis of Organizational Plans and Objectives

Human resource planning is a part of overall plan of organization. Plans concerning technology, production, marketing, finance, expansion and diversification give an idea about the volume of future work activity. Each plan can further be analyzed into sub-plans and detailed programmes. It is also necessary to decide the time horizon for which human resource plans are to be prepared. The future organization structure and job design should be made clear and changes in the organization structure should be examined so as to anticipate its manpower requirements.

2. Forecasting Demand for Human Resources

Human resource planning starts with the estimation of the number and type of personnel required at different levels and in different departments. The main steps involved in HRP process are

- (a) to determine and to identify present and prospective needs of human resource,
- (b) to discover and recruit the required number of persons.
- (c) to select the right number and type from the available people.
- (d) to hire and place in the positions for which they are qualified,
- (e) to provide information to the selected people about the nature of work assigned to them,
- (f) to Promote or to transfer as per the needs and the performance of employees,
- (g) to denote if the employees are disinterested or their performance is not up to the mark,

- (h) to terminate if they are not needed or their performance is below standard and shows no hopes of improvement. It is the most crucial and critical area of HRD. This HRD manager must pay attention to place right man to the right job through recruitment selection Training and Placement of employees. This calls for the adoption of a systematic procedure to complete recruitment and selection.

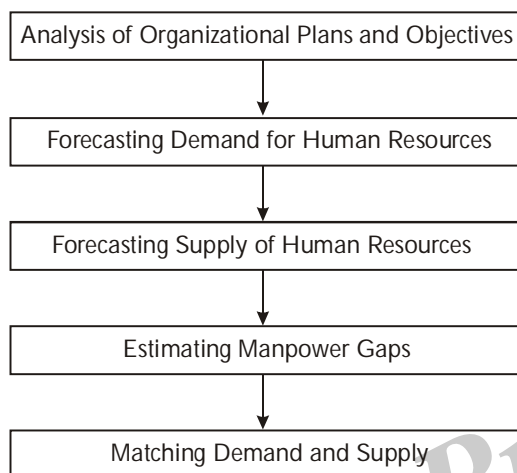


Fig.: Process of HR Planning

3. Forecasting Supply of Human Resources

One of the important areas of human resources planning is to deal with allocation of persons to different departments depending upon the workload and requirements of the departments. While allocating manpower to different departments, care has to be taken to consider appointments based on promotions and transfers. Allocation of human resource should be so planned that available manpower is put to full use to ensure smooth functioning of all departments.

4. Estimating Manpower Gaps

Net human resource requirements or manpower gaps can be identified by comparing demand and supply forecasts. Such comparison will reveal either deficit or surplus of human resources in future. Deficits suggest the number of persons to be recruited

from outside whereas surplus implies redundant to be redeployed or terminated. Similarly, gaps may occur in terms of knowledge, skills and aptitudes. Employees deficient in qualifications can be trained whereas employees with higher skills may be given more enriched jobs.

5. Matching Demand and Supply

It is one of the objectives of human resource planning to assess the demand for and supply of human resources and match both to know shortages and surpluses on both the side in kind and in number. This will enable the human resource department to know overstaffing or understaffing. Once the manpower gaps are identified, plans are prepared to bridge these gaps. Plans to meet the surplus manpower may be redeployment in other departments and retrenchment in consultation, with the trade unions. People may be persuaded to quit through voluntarily retirement. Deficit can be met through recruitment, selection, transfer, promotion, and training plans. Realistic plans for the procurement and development of manpower should be made after considering the macro and micro environment which affect the manpower objectives of the organization.

Q46. Explain the importance of HR Planning.

(OR)

What is the significance of HR Planning in present scenario?

Ans : (Dec.-20, Oct.-20)

HRP is the subsystem in the total organizational planning. Organizational planning includes managerial activities that set the company's objective for the future and determines the appropriate means for achieving those objectives. The importance of HRP is elaborated on the basis of the key roles that it is playing in the organization.

1. Future Personnel Needs

Human resource planning is significant because it helps to determine the future personnel needs of the organization. If an organization is facing the problem of either

surplus or deficiency in staff strength, then it is the result of the absence of effecting HR planning. All public sector enterprises find themselves overstaffed now as they never had any planning for personnel requirement and went of recruitment spree till late 1980's. The problem of excess staff has become such a prominent problem that many private sector units are resorting to VRS 'voluntary retirement scheme'. The excess of labour problem would have been there if the organization had good HRP system. Effective HRP system will also enable the organization to have good succession planning.

2. Part of Strategic Planning:

HRP has become an integral part of strategic planning of strategic planning. HRP provides inputs in strategy formulation process in terms of deciding whether the organization has got the right kind of human resources to carry out the given strategy. HRP is also necessary during the implementation stage in the form of deciding to make resource allocation decisions related to organization structure, process and human resources. In some organizations HRP play as significant role as strategic planning and HR issues are perceived as inherent in business management.

3. Creating Highly Talented Personnel

Even though India has a great pool of educated unemployed, it is the discretion of HR manager that will enable the company to recruit the right person with right skills to the organization. Even the existing staff hope the job so frequently that organization face frequent shortage of manpower. Manpower planning in the form of skill development is required to help the organization in dealing with this problem of skilled manpower shortage

4. International Strategies

An international expansion strategy of an organization is facilitated to a great extent by HR planning. The HR department's ability to fill key jobs with foreign nationals and reassignment of employees from within or

across national borders is a major challenge that is being faced by international business. With the growing trend towards global operation, the need for HRP will as well will be the need to integrate HRP more closely with the organizations strategic plans.

Without effective HRP and subsequent attention to employee recruitment, selection, placement, development, and career planning, the growing competition for foreign executives may lead to expensive and strategically descriptive turnover among key decision makers.

5. Foundation for Personnel Functions

HRP provides essential information for designing and implementing personnel functions, such as recruitment, selection, training and development, personnel movement like transfers, promotions and layoffs.

6. Increasing Investments in Human Resources

Organizations are making increasing investments in human resource development compelling the increased need for HRP. Organizations are realizing that human assets can increase in value more than the physical assets. An employee who gradually develops his/ her skills and abilities become a valuable asset for the organization. Organizations can make investments in its personnel either through direct training or job assignment and the rupee value of such a trained, flexible, motivated productive workforce is difficult to determine. Top officials have started acknowledging that quality of work force is responsible for both short term and long term performance of the organization.

7. Resistance to Change

Employees are always reluctant whenever they hear about change and even about job rotation. Organizations cannot shift one employee from one department to another without any specific planning. Even for carrying

out job rotation (shifting one employee from one department to another) there is a need to plan well ahead and match the skills required and existing skills of the employees.

8. Succession Planning

Human Resource Planning prepares people for future challenges. The 'stars' are picked up, trained, assessed and assisted continuously so that when the time comes such trained employees can quickly take the responsibilities and position of their boss or seniors as and when situation arrives.

9. Other Benefits

- (a) HRP helps in judging the effectiveness of manpower policies and programmes of management.
- (b) It develops awareness on effective utilization of human resources for the overall development of organization.
- (c) It facilitates selection and training of employees with adequate knowledge, experience and aptitudes so as to carry on and achieve the organizational objectives
- (d) HRP encourages the company to review and modify its human resource policies and practices and to examine the way of utilizing the human resources for better utilization.

2.9 STRATEGIC DESIGNING OF HYBRID, BLENDED, VIRTUAL & GIG WORKFORCES

Q47. Explain Strategic Design of Hybrid Workforce.

Ans :

Hybrid work is more than extending flexibility to employees. It's an opportunity to fundamentally improve how work gets done, teams collaborate and the experience of the entire workforce.

The workplace of the past was about being present in a physical location. The future is all about flexibility and blended in-person and remote collaboration. For the hybrid workplace to truly redefine your business, physical spaces must merge with virtual spaces, and technology is needed to assist people throughout their day. This takes intuitive

software and intelligent devices that not only provide for great collaboration but also deliver insights to continuously improve experiences and enables you to easily deploy and manage your solution on a platform that is secure and reliable.

With intelligent workplace solutions designed for hybrid work, you can eliminate common meeting frustrations, optimize spaces with agility and create more productive environments where everyone on the team, in-person or remote, has a first-class experience.

The right strategy involves identifying the new purpose of the office and the technology to support it, evaluating and addressing remote work challenges, and investing in the right collaboration platform that provides the best solution for the new world of work

In the hybrid workplace, the office serves a new purpose. The office is the central hub for people to participate in rich collaboration experiences, build rapport with colleagues and engage in training and education.

Q48. Explain Strategic Design of Blended Workforce.

Ans :

Blended workforces are companies that willingly combine in-house professionals with contractors and gig workers to accomplish their goals. These organizations typically have a mix of full-time, part-time, contract, and free-lance employees working across various hours or multiple capacities. Some workers may physically come into the office, while others simply telecommute.

1. Strategic design of Blended workforce

The blended workforce strategy your organization adopts should be the result of careful consideration by the company's leadership team. We see three different levels of participation in the blended workforce:

(i) Incremental

The incremental strategy relies on a strong preference for a full-time, permanent workforce, but will add expert external assistance when necessary, based on long standing

relationships with “trusted” colleagues. In this model, organizations engage with outside talent only when necessary, and that engagement is viewed as a temporary solution, not a deliberate, ongoing model of engaging outside talent. Incrementalists generally make very little investment in scaling their engagement of agile talent, and they tend to engage on an ad-hoc basis.

(ii) Strategic

We think of this category as strategic augmentation. Where incrementalists apply external expertise reluctantly, the strategic approach regularly and structurally depends on agile talent to augment its ability to do strategic work; for example, Udacity found agile talent an effective way to scale up its activities and its customer offering. Uber worked extensively with robotics experts at Carnegie Mellon to develop their strategy for self-driving cars before deciding that internal expertise was essential. And Apple’s collaborations with partners like IDEO and Frog Design are iconic. Organizations that are strategically more dependent on agile talent need to install work systems and operational practices to support their agile talent.

(ii) Transformational

In this third level of the blended workforce vision, the organization is the network. In industries such as entertainment but also pharma, oil and gas exploration, and investment management the transformational vision of the blended workforce is already in force. In one version of the transformational organization, individual and firm based external talents come together to create an outcome, then disband when the work of the temporary organization is done. In another version, individuals and firms collaborate on an ongoing basis; for example, an investment firm like Goldman Sachs or ADIA will work

closely with partners on a wide variety of tasks, from investment advice to administration. In both versions of the transformational workforce, a collaborative relationship among partners is the foundation of shared success.

2. Enact the Blended Workforce as a Core

Competitive Advantage, Not a One-Off Tactic
To be successful, the blended workforce must be understood as a strategic capability, and not simply as a tactic. By strategic capability, we mean that it is a critical strength of the organization, a key element of the overall strategic plan, and relies on a combination of well-designed and well-executed people and business systems. Therefore, it should reflect and align with the organization’s blended workforce vision.

3. Establish a Compelling Employer Brand

The best free-lancers want five things: interesting work, fair pay, appropriate working conditions (location, hours, technology) that fit their needs, the chance to work with talented and welcoming colleagues, and the opportunity to grow and develop professionally through the work and maintain their professional edge. As we mentioned earlier, more people are moving to freelance careers, and we expect this trend to continue.

4. Focus on Outcomes and Performance Management

When embarking on any endeavor, whether it is a strategic program or a simple project, the most important thing an organization must do is define and align on the desired outcomes. The capability that drives an organization’s ability to leverage the blended workforce is no different you must define what you are trying to accomplish, align it to your overall business goals, and define measurements to gauge success. Measurement should not just be reserved for measuring individual performance organizations should measure teams and partners as well.

Q49. Explain Strategic Design of Virtual Workforce.

Ans :

As the pandemic begins to ease, many companies are planning a new combination of remote and on-site working, a hybrid virtual model in which some employees are on premises, while others work from home. The new model promises greater access to talent, increased productivity for individuals and small teams, lower costs, more individual flexibility, and improved employee experience. While these potential benefits are substantial, history shows that mixing virtual and on-site working might be a lot harder than it looks despite its success during the pandemic.

These downsides arise from the organizational norms that underpin culture and performance ways of working, as well as standards of behavior and interaction that help create a common culture, generate social cohesion, and build shared trust. To lose sight of them during a significant shift to virtual-working arrangements is to risk an erosion over the long term of the very trust, cohesion, and shared culture that often helps remote working and virtual collaboration to be effective in the short term.

It also risks letting two organizational cultures emerge, dominated by the in-person workers and managers who continue to benefit from the positive elements of co-location and in-person collaboration, while culture and social cohesion for the virtual workforce languish. When this occurs, remote workers can soon feel isolated, disenfranchised, and unhappy, the victims of unintentional behavior in an organization that failed to build a coherent model of, and capabilities for, virtual and in-person work. The sense of belonging, common purpose, and shared identity that inspires all of us to do our best work gets lost. Organizational performance deteriorates accordingly.

In the postpandemic organization, to pay careful attention to the effect of your choices on organizational norms and culture. Focus on the ties that bind your people together. Pay heed to core aspects of your own leadership and that of your broader group of leaders and managers. Your

opportunity is to fashion the hybrid virtual model that best fits your company, and let it give birth to a new shared culture for all your employees that provides stability, social cohesion, identity, and belonging, whether your employees are working remotely, on premises, or in some combination of both.

Q50. Explain Strategic Design of Gig Workforce.

Ans :

'Gig' workers will be an increasingly important part of the workforce, which presents both opportunities and challenges for organizations. The growing popularity of gig labor reflects businesses' reluctance to hire full-time employees in an uncertain economy and as well as the increased willingness of young people, in particular, to sell their services to the highest bidder. In this free-market economy, individuals may work for multiple employers at the same time.

The growth of gig and part-time positions has been driven by several factors:

1. Technology is making it possible for many knowledge tasks to be performed remotely.
2. Project time frames are getting shorter as more companies adopt "fail fast" innovation techniques. These require teams of people with specialized skills to be assembled quickly.
3. The need to make capacity more flexible is prompting organizations to invest less in full-time employment.

Time for a change in workforce thinking

Companies that want to take advantage of the short-term workforce need to develop new management tools and tactics to optimize the recruitment and onboarding of temporary labour. Although certain vetting processes used in hiring full-time employees can be circumvented, there is still a need to make sure part-time employees can do the job. Onboarding procedures should be streamlined and customized to the needs of occasional workers, for whom time is money.

Managers and HR organizations will need to reorient their thinking to being about skills rather than jobs. This can be challenging in large

organizations, where the size of a manager's staff may be a status symbol. Reward mechanisms should be adjusted to recognize excellence in managing costs.

Organizational and cultural issues

Organizations will want to cultivate long-term relationships with their best gig workers. They should regard those people as valuable extensions of the company. The office culture should also welcome temporary workers and integrate them into group activities whenever possible.

Successful companies will make themselves a place where short-term and temporary workers want to work. They will need processes for evaluating performance and determining compensation and retention strategies on an individual level. Workplace designs should become more flexible to accommodate a constantly changing population.

2.10 RECRUITMENT

Q51. Define Recruitment. What are the objectives of Recruitment.

Ans :

Meaning

Recruitment constitutes an initial contact which an organization conducts with its employees. It acts as a means through which employees get to know about the organization. Depending on the nature of recruitment, employees decide whether to join an organization or not. Hence, every organization must create good response towards their job applicants. A good impression/good response can be generated only when the recruiting process is well planned and well managed.

Recruitment process also enables the organization to achieve a competitive advantage, as adoption of effective approach to recruitment helps the organization to successfully complete scarce human resource.

Once the manpower requirements are determined through manpower planning, the process of recruitment begins. The functions of personnel recruitment is to discover the sources of manpower to match job requirement specifications

and to attract a large number of prospective employees so that meaningful selection may be done as the success of an organization is depends upon the team of skilled and qualified workforce.

Recruitment means "the process of attracting, screening and hiring personnel". Important element of recruitment is recruitment policy. It states whether the recruitment is from within or from external agencies.

Definitions

(i) **According to Dale Yoder** "Recruitment is a process to discover the source of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting manpower in adequate numbers to facilitate effective selection of an efficient working force".

(ii) **According to Dale S. Beach** "Recruitment is the development and maintenance of adequate manpower resources. It involves the creation of a pool of available labour upon whom the organization can depend when it needs additional manpower".

(iii) **According to Edwin B. Flippo**

"Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization".

"Recruitment involves, the organizational activities, used to identify the potential employees, and attracting them to apply for the vacant job positions of an organization.

From the above definitions, we can understand that recruitment has three sub-processes, and they are,

- Knowing the source from where the company can hire potential candidates.
- Creating and using different tools and techniques, to attract and make them to apply for an interview.
- Attract as many candidates as possible so as to select the best among them.

Objectives

1. To provide the organization with a pool of potential and skilled human resources (Example: Job applicants).
2. To forecast the human resource requirements of the organization using various statistical and other tools.
3. To increase the number of job applicants at reduced cost.
4. To align the recruitment process with the strategic goals of an organization.
5. To use effective recruitment tools and techniques so that more number of aspirants can be recruited which helps in increasing the efficiency of selection process.
6. To recruit the people from every class/level of the society [Example: Minorities, physically challenged, women etc.] So as to have a diversified workforce.
7. To reduce the attrition rate by recruiting the right candidate at the right place.
8. To periodically appraise the recruitment process, to keep it upto date and effective as per the organizational requirements.
9. To increase the level of effectiveness (both individual and organizational) in both short run and long run.
10. To prepare and identify the potential job applicants for selecting appropriate candidate

Q52. What are the factors affecting Recruitment?

Ans :

The recruitment process, is influenced by various internal and external factors. The human resource management should take all these factors into consideration before initiating the recruitment process.

A) Internal Factors

Internal factors are those factors, which are internal to the organization and the organization can change them if it desires. The important internal factors, affecting the recruitment process, are as follows,

1. Company's Size

An important internal factor of recruitment is the company's size. In big organizations, we find continuous, recruitment. For example, we find the advertisement of big MNC's every week in newspapers as they exercises recruitment process throughout the year.

2. Company's Goodwill, Reputation and Culture

An organization's name and its, reputation also have an impact on recruitment. This, is because, good companies, set higher standards. Even a large number of job aspirants apply for such companies, who are having good name/fame in the markets.

3. Cost of Recruitment

Recruitment is also influenced by the availability of financial resources of a company. A big organization would like to spend a lot of money on recruitment to get the best possible candidate whereas, a small company may go for "knockout" rounds and concentrate more on getting the cheapest possible employees.

4. Quality of Work Life (QWL) and Career Growth

Quality of work life and career opportunities provided by a company have a very good impact on the recruitment process. For instance, Self explanation Google incorporation provides gym facilities, Free food, Guest house, Sports and other recreational benefits to its employees, along with excellent career opportunities. In such organizations, even the attraction rate would be very low. Employees, keep looking for better prospects, if they are not satisfied with the career growth.

B) External Factors

External factors includes all those factors that are unconquerable. It has to change itself as per the external factors. A few important external factors impacting the recruitment process are as follow

1. Labour Market Conditions

The demand and supply of labour has a direct impact on the recruitment process. For instance, if there is more availability of employees in the market at the time of recruitment, a single informal method such as advertisement may attract many prospective applicants. However, if there is full employment in the market, the recruitment process becomes lengthy as, there are comparatively less number of candidates available in the employment market. Even the number of applicants that has to be recruited also depends upon the nature of economy. An employer can know the employment status, by studying the reports, published by the national stock exchange, trade journals, employment news and so on.

2. Legal and Political Factors

This is another important factor impacting recruitment. Example, In US, some states, have laws making it a must for companies to hire nationals instead of outsourcing them from the developing countries like India, China and so on. The government has also regulated recruitments, by passing laws, which prohibits discrimination hiring if it is based on religion, caste and so on.

3. Other Factors

Other factors, include the socio-economic conditions, employment rate, literacy rate, Demographic factors etc.

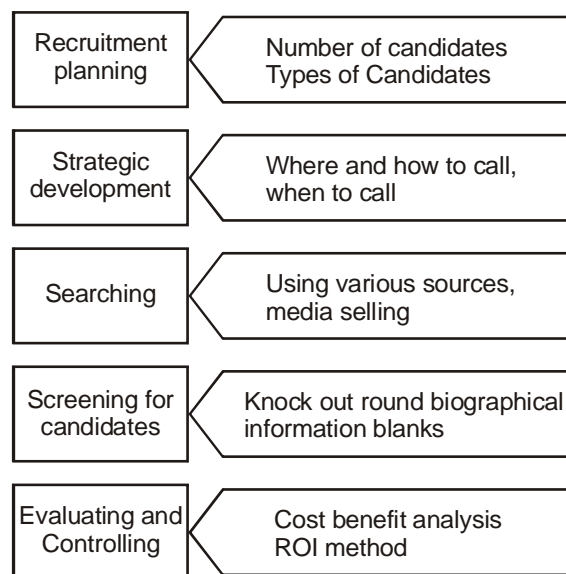
Q53. Explain the process of recruitment.**(OR)****Outline the process of recruitment.***Ans :***(Imp)**

The process of recruitment consists of five steps. Let us discuss about each step in detail.

1. Recruitment Planning

The first step of the recruitment process is, Planning. The HR department must collect the data about the number and type of vacancies available. Planning involves the setting of specific targets for a specific job, depending upon the number and types of applications to be collected and recruited. For example, a company may call 100 candidates, to fill two vacant posts by fixing the yield ratio as 50% which states that out of 50 candidates only a single competent and potential employee can be selected.

They must also decide the type of candidate to whom jobs need to be allotted. For example, fresher would be called for entry level jobs whereas, experienced workers would be called for managerial posts.

**Fig. : Five Step Process of Recruitment****2. Strategic Development**

The second step of the recruitment process is, Strategic development. This step provides answer to the following questions,

- Where to look for (campus job fairs etc.)
- How to look for (Internal and external sources)
- When to look for (perfect timing).

The company studies, whether to “make or buy” (i.e.,) is it better to hire and train (make) fresh graduates at a lower pay grade jobs or to select the experienced and trained candidates. Technical advancement have provided many alternatives for the selection of potential candidates.

For example, many companies in the U.S and Europe recruit Indian labours as they are good at English, highly skilled, motivated and are willing to perform their jobs at less salary than the nationals of the country who seek high salary for performing the same job. Lastly, an efficient recruitment strategy suggests the best time for recruitment.

3. Searching

This is the third step of recruitment process. The search for a candidate begins only after the line manager communicates that there is a vacancy or there would be a vacancy in the future.

Searching involves selecting and screening of potential candidates. It is also important to select the right medium of advertisement as it reflects the company's image. Example, a company advertising in a reputed business magazine may be able to build a strong image in the minds of the customers than those advertising in local magazines.

4. Screening for Potential Candidates

Screening is the fourth step in the recruitment process. Some researches considered screening as the first step of selection. Whereas, others argue that the selection process begins only after the candidates are short listed through recruitment.

For screening, recruiters mostly use “multiple hurdle process”. For this they use tools like “Biographical information blank” and “Knockout round”. In knockout round applicants have to fill on application form consisting of 2-3 key questions if they are found to be capable of performing a task.

5. Evaluating and Controlling

This is the last step in the recruitment process. It involves cutting and controlling costs of recruitment and evaluating the effectiveness of the company's recruitment policy. Recruitment mostly involves, costs like,

- (a) Cost of advertising in newspapers, magazines, on-line agencies. Example: naukri.com, monster.com etc.
- (b) Salaries paid to the recruiters.
- (c) Cost of outsourcing the job till the post is filled.
- (d) Administrative and overhead expenses.

Evaluating is done to modify and make recruitment more effective. Mostly companies use the cost benefit and ROI method of evaluation. Another method is to evaluate time taken to perform a job. If it takes more time, it implies that the method adopted for recruitment was not effective which ultimately leads to loss of productivity.

2.10.1 Sources of Recruitment

Q54. Elaborate in detail about various sources of recruitment.

OR

Summarize the different sources of Recruitment. State its merits and demerits.

Ans :

(Imp.)

The various sources of recruitment are classified in to 2 broad categories, namely

- A) Internal sources
- B) External sources

A) Internal Sources

1. Present Employees

Promotions and transfers form among the present employees can be a good source of recruitment. Promotion implies upgrading of an employee to a higher position carrying higher status, pay responsibilities. Promotion from among the present employees is advantageous because the employee promoted is well acquainted with the organizational culture they get motivated, and it is cheaper also.

However, the disadvantage is limiting the choice to a fewer people. This may also create dissatisfaction among the employees who are not promoted.

Transfers are shifting an employee from one job to another job without any change in the present post, status, and responsibilities. This also facilitates job rotation and prepares the employee to under his base and gets ready for higher responsibilities.

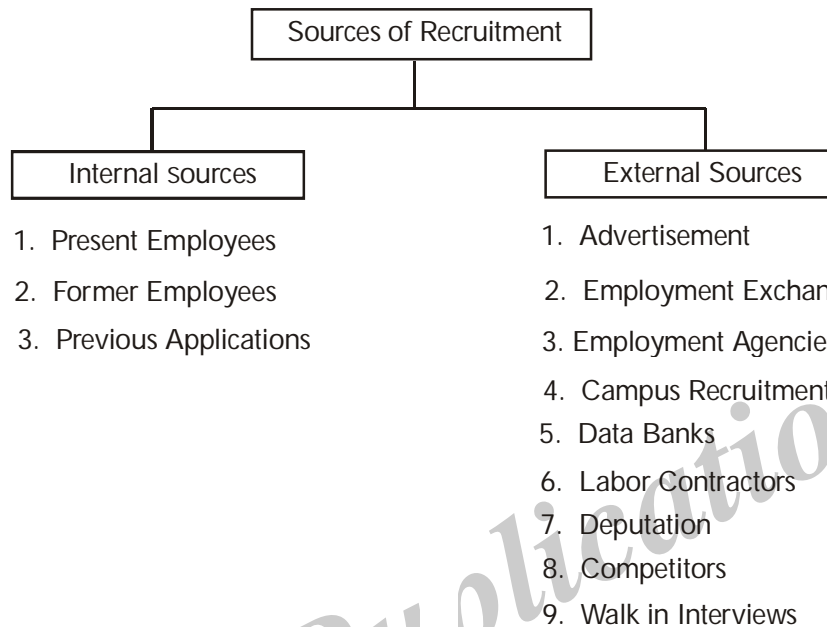


Fig.: Sources of Recruitment

2. Former Employees

Retired, Resigned or retrenched employees may be interested to come back to the company for work. The advantages in this method are recruiting a person whose performance is already known.

3. Previous Applications

This is considered as internal source in the sense that applications from the potential candidates are already lying with the organizations. These candidates are contacted through telephone or e-mail. This method is useful for recruitment of unskilled/semiskilled labor.

Advantages

- Familiarity with own employees
- Better use of the talent
- Economic Recruitment
- Improves Morale
- A motivator

From the above it can be understood that

- (i) The organization will have more understanding with strength and weakness of its own employees than a strange outsider

- (ii) It provides an opportunity for better utilization of internal talent.
- (iii) The time, energy, cost in recruitment is negligible and hence more economical.
- (iv) It gives a confidence to the employees that they would be preferred if vacancy arises.
- (v) This serves as a motivator to the employees to improve their career. This also helps in encouraging and retaining the competent employees of the organization.

Disadvantages

(a) Limited Choice

Due to this we can not tap the talent available in the labor market.

(b) Discourages Competition

Internal candidates are protected from competition. It develops a tendency to take promotion without showing any achievement.

(c) Stagnation of Skills

with the feeling that internal candidates will surely be promoted, their skill gets stagnant in the long run.

(d) Creates Conflicts

Conflicts and controversies surface among the internal candidates.

(e) Biasedness

The likes and dislikes and the personal biases of the management also play an important role in the selection.

(f) Inbreeding

Leads to inbreeding and discourages fresh blood to enter into the organization. Hence no fresh innovation is possible.

B) External Sources

External sources of recruitment lie outside the organization. The main ones are:

1. Advertisement

It is the best method of recruiting persons for higher and experienced jobs. The advertisements are generally in local/national news papers, radio, television, professional journals. The requirements are given in the advertisement the prospective candidates evaluate themselves against the requirement before submitting the applications.

2. Employment Exchanges

This is also a good source of recruitment. Unemployed persons get themselves registered with these exchanges which are run by Government. Whenever there are vacancies they have to be notified with these exchanges. The exchange supplies a list of suitable candidates. Exchanges are generally a suitable source of recruitment for filling unskilled, semi skilled posts. The employees and candidates are brought into contact by the employment exchanges.

3. Employment Agencies

In addition to Government Agencies there are a number of private employment agencies who register candidates for employment and furnish a list of suitable candidates from their data bank as and where sought by employers. E.g. ABC consultants, SB Bill moriel, etc are some of the examples. These agencies select personnel for supervisory and high levels. They invite applications and short list the candidates for the organizations. This method is cheaper than the organization recruiting by itself. There is also considerable time saving. Attempts to influence selection can be avoided as the organizational identity remains unknown to the job seekers.

4. Campus Recruitment

This is another source of recruitment. The employers visit the educational institutions of engineering and Management for recruitment purposes. HAL, L&T Reliance, ICICI, Tata etc go to IIT'S IIMS; and premier institutes to pick up fresh candidates. For this purpose the institutions maintain placement cells. The advantage with this is that the candidates are available at one place and their respective professors will always help in providing the required information about the candidate. However this is an expensive process and quite likely the organization when they get better opportunity.

5. Data Banks

The recruiting firms can prepare a data bank about various persons in different fields. The information is normally collected from educational institutions, professional organizations, etc. The details are readily available as and when the firm goes for recruitment.

6. Labor Contractors

It is quite common to engage contractors for the supply of labor. When workers are required for short periods, contractors are best source of getting them. The persons hired are generally unskilled labor.

7. Deputation

Employees of an organization are sent to another organization for a short duration of 2 to 3 years; in the Government Departments and public sector organizations. Deputation provides ready expertise for fulfilling a particular task. In this the initial cost of recruitment, induction and training are eliminated, generally 2 to 3 years is not enough to prove their mettle, and also they may not be loyal to the organization where they have gone on deputation.

8. Competitors

This is also a source of recruitment. Popularly called as poaching or raiding this method involves identifying the right people to rival companies, offering them better terms and living them away. However there are legal and ethical issues involved. This practice is posing a big challenge to HR Managers.

9. Walk in Interviews

This has become very popular method in the recent times. The applicants just walk in with their resumes for interviews. Here it becomes difficult to know how many candidates would turn up. However from the candidates point of view walk in interview are preferable as they are from the hassles associated with other methods of recruitment.

Advantages

- Suitable candidates with skills, talent & knowledge are available.
- Fresh blood can be inducted in the organization.
- Being an open process it attracts more no of candidates.
- The management will be able to fulfill reservation requirements in favour of the disadvantaged sections of the society.
- Scope for resentment, heartburns and jealousy can be avoided by recruiting from outside.
- Possibly of fresh ideas, innovations increase.
- Existing employees broaden their personality.

Disadvantages

- More expensive and time consuming.
- Orientation and training cost increases.

- Of higher level jobs are filled from external sources, motivation and loyalties of existing staff are affected.
- Of the recruitment and selection process is not carried out, the chances of right candidates may be rejected or wrong candidates may be recruited.

2.10.2 Virtual Vs Real Recruitment

Q55. What is Virtual Recruitment? State the advantages and disadvantages of Virtual Recruitment.

Ans. :

Virtual recruitment is the process of hiring new employees remotely without meeting them face to face. Recruitment is done with video conferencing technology, surveys and assessments to understand a candidate's abilities and personality.

Advantages

Companies are discovering that virtual recruitment can be hugely beneficial. Even without a global pandemic, more organizations were turning to the new tools to help with assessments and tracking of candidates. These advantages include;

(i) Cost Savings

For a business, a virtual recruiting process allows you to automate a lot of manual tasks. This allows you to focus on finding the best candidates and advertising your roles in the right locations. Reimbursing candidates from further away is no longer a cost that businesses will also need to consider.

(ii) Time Efficiency

From screening candidates with assessment tools to having conversations over video conferencing software at a time that suits you both, you'll find that your time is being better spent on the recruiting process.

(iii) Wider Selection of Candidates

If there's one thing that virtual recruiting does better than anything, it's opening the door to candidates you may not have considered. With more remote working and opportunities to hot desk, you're automatically widening your selection of candidates.

(iv) Nil Risk of Infection

At this current time of a global pandemic, limiting the risk of infection to zero with virtual recruitment is, of course, a benefit to everyone involved.

Disadvantages

(i) Technology issues - virtual recruitment relies heavily on technology, so you are dependent on systems working smoothly for you. Extensive system testing and having a fall back plan can help you counteract this.

(ii) A high volume of applications – as virtual recruitment removes geographical barriers, you might attract a large volume of job applications. However, clearly describing job specifications and distinctly outlining required experience and qualifications will help to ensure you only invite responses from suitable candidates.

(iii) Too impersonal – candidates may find the process is too detached as there is no face-to-face physical interaction with virtual recruitment. By ensuring there are options for communication throughout the recruitment process, employers may find that they have the opportunity to interact more effectively with candidates in a virtual environment than they may have when recruiting traditionally.

Q56. What are the differences between Virtual Recruitment and Recruitment.

Ans :

Following are the differences between virtual and real recruitment.

S.No.	Nature	Virtual Recruitment	Recruitment
1.	Meaning	Recruitment for positions through internet is known as Virtual or Online recruitment.	Recruitment of prospective employees by stimulating them to apply for jobs personally is known as Real recruitment.
2.	Time duration	It is short and time saving process.	It is lengthy and time consuming process.
3.	Technological issues	There may be technological issues as it completely depends on technology	There will be no technological issues as it is carried out manually.
4.	Method	It is an advanced method of recruiting employees.	It is a traditional method of recruiting employees.
5.	Paperwork	It does not involve much paper work as tests are conducted in digital format	It involves much paperwork as all tests are conducted in written format.
6.	Expenditure	It involves less expenses in hosting online recruitment events.	It involves more expenses in hosting physical job fairs.
7.	Geographical barriers	It removes geographical barriers and attract individuals from all over the world.	It does not remove geographical barriers and is restricted to area of workplace only

2.11 SELECTION

Q57. Define Selection.

Ans :

Introduction

After identifying the sources of human resources, searching for prospective employees and stimulating them to apply for jobs in an organization, the management has to perform the function of selecting the right employees at the right time.

The obvious guiding policy in selection is the intention to choose the best qualified and suitable job candidate for each unfilled job. The objective of the selection decision is to choose the individual who can most successfully perform the job from the pool of qualified candidates.

Meaning

Selection is "the process of screening the qualified applicants using different tools at every stage".

The hiring procedure is not single act but it is essentially a series of methods or steps or stages by which additional information is secured about the applicant.

Definitions

- (i) **According to Yoder**, "selection is the process by which candidates for employment are divided. Those who will be offered employment and those who will not".

If candidates get qualified in first round, they go to next round, if they are not eliminated from the list of the applicants.

- (ii) **According to Koontz** "selection is the process of choosing from among the candidates from within the organization or from outside, the most suitable person for the current or future position.

2.11.1 Selection Process

Q58. Explain the various Stages in Employee Selection Process.

(OR)

Narrate the Process of Selection.

Explain in detail the Process of Selection.

(OR)

What are the various Procedures Involved in Selection.

(OR)

Explain the Process of Selection.

Ans. : **(Aug.-21, June-19, Aug.-17)**

The selection process is a long process which involves the following methods,

1. Application Blanks

This is one of the most common method used for collecting information from the applicants. With the help of the application process the company can know about history, detailed personal activities, skills and accomplishments of the applicant.

The application blank includes the following data,

(a) Biographical Information

It includes name, father's name, age, gender, nationality, marital status, etc.

(b) Educational Information

It covers candidate's academic qualification, courses, percentage, division, technical qualifications, etc.

(c) Work Experience

It includes position of candidate, nature of job, etc.

(d) References

It includes the names of referees who know the character, work and abilities of the candidate.

The information given by candidate should be correct. The information supplied by candidate in the application blank should be verifiable, otherwise it leads to the cancellation of their selection.

2. Interview

After completion of the pooling application forms, the interviewers must select the suitable applicant for a particular job.

The selected applicants have the following types of interviews.

(a) Preliminary Interview

The preliminary stage of interview is called Screening interview. The purpose of the preliminary interview, is to eliminate unqualified candidates from the selection process.

(b) Patterned Interview/Structured Interview

In this kind of interview what is to be asked is already structured is known as structured interview. This type of interview also allows an interviewer to prepare in advance, subject related and job related and complete a standardized evaluation form. The questions should be asked in a logical manner.

(c) Stress Interview

Stress interviews will create tension and pressure in an applicant. The main purpose of stress interview is to determine the stability of the applicant against tension and pressures. It involves the postage of questions one by one without allowing the applicant to complete his answers.

(d) Depth Interview

By conducting an in depth interview, the interviewer can get detail information about the applicant. Based on the in-depth interview understanding of his personality such as education, extra curricular activities, early childhood experiences, etc. This kind of interview is suited for executive selection than

selection of white collar, blue collar employees. It's major advantage is complete and detailed information about an applicant. But it's very costly and a time consuming process.

3. Selection Test

According to Lee J. Groonbach Individual skills, abilities, ideas, mentalities are different in order to select right person for right job. For the comparison of those employees in this situation the test will be conducted. With the selection test we can know the skills, abilities of an applicant. The selected applicant in the selection test will go to another test or further rounds.

The selection test can be defined as, "A test is a systematic procedure for comparing the behaviour of two or more persons".

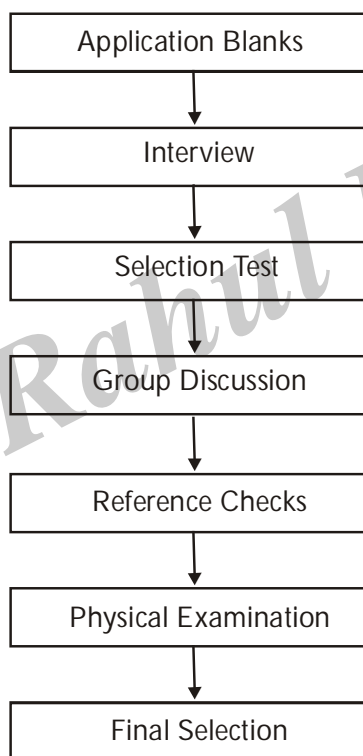


Fig.: Process of Selection

4. Group Discussion

Most of the companies use Group Discussion as selection technique. It is frequently used technique while selecting employees. Before

individuals interviewed, the organization conducts the group discussion for hiring right person. The group discussion includes the range of six to ten candidates. The group discussion is a time saving process because, the interviewer can observe the six to ten applicants simultaneously. The group discussion process involves six to ten applicants sitting together and the topic is selected by the company and allow the participants to speak for sometime about a chosen topic. Then the interviewer observes the applicants and select right candidates from them.

The group discussion help that can easily select the candidates from group within few time. It's time saving and costless process. With this we can know the skills and abilities of an applicant.

5. Reference Checks

The Reference Check is one of the step in the selection process. This is useful for obtaining and verifying additional information about candidate. The candidate must write two-three names of persons (referees) to whom he know personally. The referees are those who are working in a particular organization, neighbours, friends, family, members also can act as references. With this references we can know the applicant's performance in previous organization and which form the base for predicting future work behaviour.

- (a) References are normally those who speak well about the candidate
- (b) Referee may give favourable opinion about the candidate.

6. Physical Examination

The last technique of selection process is Physical Examination. The main purpose of conducting medical or physical examination is to have proper matching of job requirements. This test is must because the employees carrying any infectious diseases which might endanger the health of existing employees. The organization avoid the

possibility of an unhealthy applicant because, protect themselves from employees paying compensation claims for injuries caused preexisting ailments.

In public sector government jobs like defence and police department physical examination is a must. The organization wants the working environment to be free from diseases. So, the physical checkup has to be done through a specialist.

7. Final Selection

The last, that is after completion of the above all tests the next process is Final Selection. Candidates who have cleared all the above process are finally selected and job offer is issued to them. The job offer contains the pay-scale, allowances and other conditions of the job. When the candidate reports for joining they need to be placed in a particular division.

Q59. Explain the factors affecting selection.

Ans :

Various internal and external environment factors affecting selection are as follows :

1. Internal Environmental Factors

Internal environmental factors which influence selection process include:

i) Size of the Organization

The size of the organization affects the selection process, where the smaller the organization, the more informal the selection decision.

ii) Type of the Organization

Organizations with greater complexity requires more sophisticated selection techniques.

iii) Nature of Social Pressure

The nature of social pressure emerging from, e.g., legislation and trade unions also affects the selection process.

iv) Applicant Pool

The number of applicants for a particular job can also affect the selection process. The process can be truly selective only

if there are several qualified applicants for a particular position. The number of people hired for a particular job compared to the individuals in the applicant pool is often expressed as a selection ratio.

v) Speed of Decision-Making

The time available to make the selection decision can have a major effect on the selection process. Closely following selection policies and procedures can provide greater protection against legal problems; however, there are times when the pressure of business will dictate that exceptions be made.

2. External Environmental Factors

External environmental factors which influence selection process include:

i) Nature of the Labour Market

The nature of the labour market affects the selection process, for example, where there are few individuals with the skills required, the selection process would be unsophisticated and short.

ii) Trade Unions

Trade unions where employees who belong to a trade union, can make certain demands in accordance with the trade union contract.

iii) Government Regulations

Government regulations where, e.g., legislation may affect the manner in which the selection process is executed.

2.11.2 Psychometrics in Aptitude & Psychological Testing

Q60. What is Psychometric Test? State the advantages of Psychometrics Testing.

Ans :

Meaning

A psychometric test or psychometric assessment is an evaluation of an individual's cognitive skills and personality traits. It helps assess whether the individual is capable of thriving in a specific professional role. Psychometric testing can

help understand aspects of mental ability and behavioral style that organizations are unable to gauge during conversations and interviews.

A psychometric test is a standard and scientific method that plays an equally significant role in educational or clinical settings. It also offers an unbiased evaluation of a broad range of parameters, such as logical reasoning, industry-specific aptitude, role-specific qualities, type of personality and more.

Advantages

Psychometric testing also has the following advantages:

(i) Objectivity

The traditional approach to hiring is instinctive and heavily dependent on interviews and elaborate CV descriptions. Psychometric tests eliminate this element of subjectivity in the decision-making approach and provide fair, bias-free talent assessment.

(ii) Accuracy

Psychometric evaluation enables hiring managers to measure an individual's abilities to process information, solve problems, make decisions while assessing their behavioral attributes. Such an evaluation reveals essential data that recruiters? Utilize to make rational decisions about candidates.?

(iii) Speed

Humanly sifting through all job applications can be a time-taking process. Psychometric assessment enables companies to focus on suitable candidates by narrowing the search.

Q61. What is Psychological Test? State the objectives of Psychological Testing.

Ans :

Meaning

A Psychological test is a standardized measure of a sample of a person's behavior that is used to measure the individual differences that exists among people.

A Psychological test is an objective and standardized measure of an individual's mental and/or behavioral characteristics.

- A Psychological test is a systematic procedure for observing a person's behavior or performance, describing it with the aid of numerical scale or category system.
- Mostly tests are used as a way of measuring differences between people or differences in the same person over time.
- Psychological tests is a field characterized by the use of samples of behavior ,most often administered as a sees of item in which the individual must give a response ,in order to asses psychological constructs such as ability, cognitive , and emotional functioning or personality.
- Psychological tests are written, visual, or verbal evaluations administered to assess the cognitive and emotional functioning of children and adults.? Psychological tests are used to assess a variety of mental abilities and attributes, including achievement and ability, personality, and neurological functioning.
- A test is a standardized procedure for sampling behavior and describing it with categories or scores. In addition, most tests have norms or standards by which the results can be used to predict other, more important behaviors.

Objectives

1. Psychological test are used to assess a variety of mental abilities and attributes ,including achievement and ability, personality and neurological functioning.
2. It is used to measure aspects of mental ability, aptitude or personality of a person .
3. It may be used as part of the recruitment or selection process.? Provide employers with a method of selecting the most suitable job applicants or candidates for promotion.
4. Personality tests are administered for a wide variety of reasons from diagnosing psycho-pathology (like personality disorders, depressive disorder) to screening job candidates.
5. Psychological tests are used in research, however, most serve a practical purpose such as schooling, job qualifications etc.

6. It could be used as tools in school placement, in determining the presence of a learning disability or developmental delay in identifying giftedness, or in tracking intellectual development.
 7. They could be used in educational setting to determine personality
-

Q62. Explain different types of Psychological Testing.

Ans :

There are mainly eight types of psychological test such as ;

1. Intelligence test
2. Aptitude test
3. Achievement test
4. Creativity test
5. Personality test
6. Interest inventories
7. Behavioral procedures
8. Neuropsychological test

1. Intelligence test

Measure an individual's ability in relatively global areas such as verbal comprehension, perceptual organization, or reasoning and thereby help determine potential for scholastic work or certain occupations. Intelligence test were originally designed to sample a broad assortment of skills in order to estimate the individual's general intellectual level. The Binet-Simon scales were successful, in part, because they incorporated heterogeneous tasks, including word definitions, memory for designs, comprehension questions, and spatial visualization tasks. The group intelligence tests that blossomed with such profusion during and after WWII also tested diverse abilities witness the Army Alpha with its eight different sections measuring practical judgment, information, arithmetic, and reasoning, among other skills.

2. Aptitude test

Measure the capability for a relatively specific task or type of skill; aptitude tests are in effect, a narrow form of ability testing. Aptitude tests measure one or more clearly defined and relatively homogeneous segments of ability. Such tests come in two varieties: single aptitude tests and multiple aptitude test batteries. A single aptitude test appraises, obviously, only one ability whereas a multiple aptitude test battery provides a profile of scores for a number of aptitudes. Aptitude tests are often used to predict success in an occupation, training course, or educational endeavor.

3. Achievement test

Measure a person's degree of learning, success, or accomplishment in a subject or task. Achievement tests measure a person's degree of learning, success, or accomplishment in a subject matter. The implicit assumption of most achievement tests is that the schools have taught the subject matter directly. The purpose of the test is then to determine how much of the material the subject has absorbed or mastered. Achievement tests commonly have several subtests, such as reading, mathematics, language, science, and social studies.

4. Creativity test

Assess novel, original thinking and the capacity to find unusual or unexpected solutions, especially for vaguely defined problems. Creativity tests assess a subject's ability to produce new ideas, insights, or artistic creations that are accepted as being of social, aesthetic, or scientific value. Thus, measures of creativity emphasize novelty and originality in the solution of fuzzy problems or the production of artistic works.

5. Personality test

Measure the traits, qualities, or behaviors that determine a person's individuality; such tests, include checklists, inventories, and projective techniques. Personality tests measure the traits, qualities, or behaviors that determine a person's individuality; this information helps predict future behavior. These tests come in several different varieties, including checklists, inventories, and projective techniques such as sentence completions and inkblots.

6. Interest inventories

Measure an individual's preference for certain activities or topics and thereby help determine occupational choice. Interest inventories measure an individual's preference for certain activities or topics and thereby help determine occupational choice. These tests are based on the explicit assumption that interest patterns determine and, therefore, also predict job satisfaction.

7. Behavioral Procedures

Objectively describe and count the frequency of a behavior, identifying the antecedents and consequences of the behavior. Many kinds of behavioral procedures are available for assessing the antecedents and consequences of behavior, including checklists, rating scales, interviews, and structured observations. These methods share a common assumption that behavior is best understood in terms of clearly defined characteristics such as frequency, duration, antecedents, and consequences. Behavioral procedures tend to be highly pragmatic in that they are usually interwoven with treatment approaches.

8. Neuropsychological Tests

Measure cognitive, sensory, perceptual, and motor performance to determine the extent, locus, and behavioral consequences of brain damage. Neuropsychological tests are used in the assessment of persons with known or suspected brain dysfunction. Neuropsychology is the study of brain behavior relationships. Over the years neuropsychologists have discovered that certain tests and procedures are highly sensitive to the effects of brain damage. Neuropsychologists use these specialized tests and procedures to make inferences about the locus, extent, and consequences of brain damage. A full neuropsychological assessment typically requires three to eight hours of one-on-one testing with an extensive battery of measures. Examiners must undergo comprehensive advanced training in order to make sense out of the resulting mass of test data.

Short Question & Answers

1. Define Job Evaluation.

Ans :

Meaning

Job Evaluation is a system where in a particular job of an enterprise is compared with its other jobs. In the present industrial era, there are different types of jobs which are performed in every business and industrial enterprise. Comparative study of these jobs is very essential because on the basis of such study the structure of wages for different types of jobs is prepared. The comparison of jobs may be made on the basis of different factors such as duties, responsibilities, working conditions, efforts, etc. In nut shell, it may be said that job evaluation is a process in which a particular job of a business and industrial enterprise is compared with other jobs of the enterprise.

Definitions

- (i) **According to Kimball and Kimball** define job evaluation as "an effort to determine the relative value of every job in a plant to determine what the fair basic wage for such a job should be."
- (ii) **According to Wendell French**, job evaluation is a process of determining the relative worth of the various jobs within the organization, so that differential wages may be paid to jobs of different worth.

The relative worth of a job means relative value produced.

We may define job evaluation as a process of analyzing and describing positions, grouping them and determining their relative value of comparing the duties of different position in terms of their different responsibilities and other requirements.

2. What is Job Design?

Ans :

Introduction

The term 'job design' refers to the way the tasks are combined to form a complete job. It can be defined as building the specifications of the position, contents, method, and relationships of the job so as to meet with various technological and organizational requirements as well as meet the personal needs of job holders.

Job design is the process of structuring work and designating the specific activities at individual or group levels.

Definitions

- (i) **According to Michael Armstrong**, "Job design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying-out the job, in terms of techniques, systems, and procedures, and on the relationships that should exist between the job holder and his superior subordinates and colleagues".
- (ii) **According to Davis**, "Job design is the specification of the content, methods and relationships of jobs in order to satisfy technological and organizational require- ments as well as the social and personal requirements of the job holder".

3. Define Job Analysis.

Ans :

Meaning

Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job.

The information thus collected is analyzed, and the facts about the nature of job working conditions and qualities in an employee can be easily known. Job analysis defines the jobs within the organization and the behaviors necessary to perform these jobs.

Job Analysis is a systematic exploration, study, and recording of a specific job's responsibilities, duties, skills, accountabilities, work environment, and ability requirements.

It also involves determining the relative importance of the duties, responsibilities, and physical and emotional skills for a given job.

Definitions

- (i) **According to Mathis and Jackson (1999)**, view job analysis as a systematic way to gather and analyze information about the content and human requirements of jobs and the context in which jobs are performed.
- (ii) **According to Dessier (2005)**, defines job analysis as the procedure through which job analyst determines the duties of different positions of an organization and the characteristics of the people to hire them.
- (iii) **According to Dale Yoder (1983)**, defines job analysis as "a process in which jobs are studied to determine what tasks and responsibilities they include their relationships to other jobs, the conditions under which work is performed, and the personnel capabilities required for satisfactory performance."

4. Objectives of Job Analysis.

Ans :

The following are the objectives of job analysis

(i) Work simplification

Job analysis provides the information related to job and this data can be used to make process or job simple. Work simplification means dividing the job into small parts i.e. different operations in a product line or process which can improve the production or job performance.

(ii) Setting up of Standards

Standard means minimum acceptable qualities or results or performance or rewards regarding a particular job. Job analysis provides the information about the job and standard of each can be established using this information

(iii) Support to Personnel Activities

Job analysis provides support to various personnel activities like recruitment, selection, training and development, wage administration, performance appraisal etc.

5. What is Functional Job Analysis?

Ans :

Meaning

Functional Job Analysis is the practice of examining either a job's requirements and assigning the right candidate for that job or examining the candidate's qualifications and skills and assigning the right job to that candidate. It also functions in reverse by not matching the wrong candidate to a job or vice versa. An obvious example would be not hiring someone with no arms to do any job requiring lifting things. In a small business with only a couple of job types, this is not a difficult proposition. In a major company with thousands of people doing hundreds of different jobs, it can become a Gordian Knot. It's up to the functional job analyst to be Alexander with the sword.

Functional job analysis (FJA) is a method used by human resources and industrial-organizational (I/O) psychologists to assess occupational roles within an organization. This method is characterized by a detailed examination of an individual's abilities and overall qualification compared to the demands and expectations of their specific position within a larger structure. This type of job analysis is used in both private and public sectors to ensure that applicants or current employees are able to fill their occupational roles and responsibilities in a safe, productive manner.

6. Threshold traits analysis.

Ans :

The threshold traits analysis system (TTAS) differs from other worker oriented approaches in that it hypothesizes that there are thirty-three relatively enduring traits related to the performance of a large number of different jobs. These traits are divided into two broad classes: ability and attitude. Ability-oriented traits are considered "can do" factors whereas attitudinal traits are "willing to do" factors. Within TTAS, traits are assessed for six characteristics:

(i) Level

Refers to a trait's complexity.

(ii) Practicality

Relates to the estimated proportion of job applicants thought to possess a given trait.

(iii) Weight

An index of the impact of a particular trait on overall job performance.

(iv) Degree

Represents a four-grade assessment (ranging from unacceptable to superior) of a person's possession of a trait.

(v) Criticality

Refers to the relationship between possession of a trait and overall job performance.

7. Job Rotation.

Ans :

Job rotation means moving employees from one job to another without any change in the job. In case of job rotation, an employee change to another job, but of similar job skill requirement to reduce boredom.

Advantages

- (i) It improves employees skills and knowledge
- (ii) For changing jobs employees can be more competent than performing only one job.

Disadvantages

- (i) Frequent change of employees from one to another causes interruption in the job.
- (ii) Employee may feel irritated with job rotation.
- (iii) As job rotation involves training, cost increases.

8. Various principles of Job Evaluation.

Ans :

There are certain broad principles, which should be kept in mind before putting the job evaluation program into practice. These principles are :

- (i) Rate the job and not the man. Each element should be rated on the basis of what the job itself requires.
- (ii) The elements selected for, rating purposes should be easily explainable in terms and as few in number as will cover the necessary requisites for every job without any overlapping.
- (iii) The elements should be clearly defined and properly selected.
- (iv) Any job rating plan must be sold to foremen and employees. The success in selling it will depend on a clear-cut explanation and illustration of the plan.

9. Cognitive Task Analysis.

Ans :

Definition

According to Rosen, Salas, Lazzara & Lyons (2012), "cognitive task analysis is a broad set of tools, techniques and approaches for eliciting, analyzing and representing the knowledge and cognitive processes involved in task analysis". In simple words, "it is a collection of methods that aim to identifying the cognitive or mental activities used (by the expert) for completing the task".

CTA deals with how an expert or operator respond to task or job assign to him/her. It evaluates how the expert is using his/her mental processes to analyze the task given, make decisions and takes an action.

10. Performance Appraisal.

Ans :

- (i) **According to Edwin Flippo**, "Performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job."
- (ii) **According to Cummings**, "The overall objective of performance appraisal is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it. Such appraisals achieve four objectives including the salary reviews the development and training of individuals, planning job rotation and assistance promotions."

11. Define Human Resource Planning.

Ans :

Introduction

Human Resource Planning is concerned with the planning the future manpower requirements are the organization. Human Resource manager ensures that the company has the right type of people in the right number at the right time and place, who are trained and motivated to do the right kind of work at the right time. Obviously, human resource planning primarily makes appropriate projections for future manpower needs of the organization envisages plan for developing the manpower to suit the changing needs of the organization from time to time, and foresees how to monitor and evaluate the future performance. It also includes the replacement plans and managerial succession plans. Human Resource planning is the process by which a management determines how an organization should move from its current manpower position to its desired manpower position. Through planning a management strives to have the right number and the right kinds of people at the right places, at the right time, to do things which result in both the organization and the individual receiving the maximum long-range benefit.

Definitions

- (i) **According to Wikstrom**, Human Resource Planning consists of a series of activities, viz.,
- (a) Forecasting future manpower requirements, either in terms of mathematical projections of trends in the economic environment and developments in industry, or in terms of judgemental estimates based upon the specific future plans of a company.
 - (b) Making an inventory of present manpower resources and assessing the extent to which these resources are employed optimally.

12. Define Recruitment.

Ans :

- (i) **According to Dale Yoder** "Recruitment is a process to discover the source of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting manpower in adequate numbers to facilitate effective selection of an efficient working force".
- (ii) **According to Dale S. Beach** "Recruitment is the development and maintenance of adequate manpower resources. It involves the creation of a pool of available labour upon whom the organization can depend when it needs additional manpower".
- (iii) **According to Edwin B. Flippo**

"Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization".

"Recruitment involves, the organizational activities, used to identify the potential employees, and attracting them to apply for the vacant job positions of an organization.

From the above definitions, we can understand that recruitment has three sub-processes, and they are,

- (a) Knowing the source from where the company can hire potential candidates.
- (b) Creating and using different tools and techniques, to attract and make them to apply for an interview.
- (c) Attract as many candidates as possible so as to select the best among them.

13. Define Selection.

Ans :

Introduction

After identifying the sources of human resources, searching for prospective employees and stimulating them to apply for jobs in an organization, the management has to perform the function of selecting the right employees at the right time.

The obvious guiding policy in selection is the intention to choose the best qualified and suitable job candidate for each unfilled job. The objective of the selection decision is to choose the individual who can most successfully perform the job from the pool of qualified candidates.

Meaning

Selection is "the process of screening the qualified applicants using different tools at every stage".

The hiring procedure is not single act but it is essentially a series of methods or steps or stages by which additional information is secured about the applicant.

Definition

- (i) **According to Yoder**, "selection is the process by which candidates for employment are divided. Those who will be offered employment and those who will not".

If candidates get qualified in first round, they go to next round, if they are not eliminated from the list of the applicants.

Choose the Correct Answers

1. Relative worth of a job is known by- [c]
(a) Job design (b) Job analysis
(c) Job evaluation (d) Job change
2. Methods of job evaluation are- [c]
(a) Qualitative method (b) Quantitative method
(c) Both (a) and (b) (d) None of these
3. Quantitative job evaluation method are- [d]
(a) Ranking method (b) Point rating method
(c) Factor comparison method (d) Both (b) and (c)
4. Qualitative job evaluation method are- [d]
(a) Ranking (b) Grading
(c) Point Rating (d) Both (a) and (b)
5. Process of studying and collecting information about a job is known as- [c]
(a) HRP (b) Job design
(c) Job analysis (d) Job evaluation
6. Jobs analysis results in- [d]
(a) Job description (b) Job specification
(c) Job evaluation (d) All of (a), (b) and (c)
7. Job description is a statement containing items like _____. [d]
(a) Job title, location and duties
(b) Machines, tools and equipment
(c) Materials, working conditions and hazards.
(d) All of these.
8. _____ is a factual statement of tasks & duties involved in a job. [a]
(a) Job description (b) Job specification
(c) Job Analysis (d) Job evaluation
9. Job Specification is a statement of- [a]
(a) Min qualification required for o job (b) Technical job requirement
(c) Machines to be used (d) None of these

10. Job analysis is helpful in- [d]
(a) HRP, recruitment and selection
(b) Training and development
(c) Job evaluation and performance appraisal
(d) All of these
11. _____ arranges the job in numerical order from highest rank to lowest rank on the basis of duties and responsibilities. [a]
(a) Ranking method (b) Grading method
(c) Point rating method (d) Factor comparison method
12. _____ a predetermined groups or classes are established and jobs are assigned to each classification: [b]
(a) Ranking method (b) Grading method
(c) Point rating method (d) Factor comparison method
13. _____ the more compensable factor a job possess the more points are assigned to it: [c]
(a) Ranking method (b) Grading method
(c) Point rating method (d) Factor comparison
14. _____ few key jobs are selected and compared in terms of common factors: [a]
(a) Factor comparison method (b) Ranking method
(c) Grading method (d) Point rating method
15. _____ is the systematic, periodic and impartial rating of an employee excellence in matters pertaining to his present job and his potential for a better job. [a]
(a) Performance appraisal (b) Compensation and motivation
(c) Training and Development (d) Performance indicator

Fill in the Blanks

1. Job _____ is the process of studying and collecting information relating to the operations and responsibilities of a specific job.
2. _____ Job Analysis is the practice of examining either a job's requirements and assigning the right candidate for that job or examining the candidate's qualifications and skills and assigning the right job to that candidate.
3. _____ job analysis focuses on the future oriented view of job analysis.
4. The _____ is one of the most widely used means of job analysis.
5. _____ (WCI) is a self assessment tool that assesses how effective your relationship is with others at work.
6. TTAS stands _____
7. Job _____ is an important document which is basically descriptive in nature and contains a statement of Job analysis.
8. _____ is the systematic, periodic and an impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job.
9. _____ is another name of performance appraisal, it gives supervisors a more effective tool for rating their personnel.
10. _____ is concerned with the planning the future manpower requirements are the organization.

ANSWERS

1. Analysis
2. Functional
3. Strategic
4. Position Analysis Questionnaire
5. Work Connectivity Index
6. Threshold Traits Analysis System
7. Description
8. Performance appraisal
9. Merit rating
10. Human Resource Planning

One Mark Answers

1. Strategic Job Analysis.

Ans :

Strategic job analysis focuses on the future oriented view of job analysis. It involves identification of the abilities, tasks, knowledge and skills which are required to carryout a job in future.

2. Restructuring.

Ans :

Job restructuring occurs when your employer changes the nature and functions of your position. This can include horizontal restructuring, that your current job requirements are modified to include some new tasks performed in other jobs on the same level.

3. Competency Modeling.

Ans :

A competency model is a set of guidelines that define the skills, knowledge, and abilities (KSAs) required for an employee to perform their job successfully. Competency modeling is typically used by the human resources department of an organization to screen and evaluate candidates during recruitment, in an effort to meet the company's objectives.

4. HR Planning.

Ans :

Human Resource Planning is concerned with the planning the future manpower requirements are the organization.

5. Recruitment.

Ans :

Recruitment constitutes an initial contact which an organization conducts with its employees. It acts as a means through which employees get to know about the organization.

UNIT III

HR TRAINING & DEVELOPMENT :

Training needs analysis. Off-the-job training: Vestibule, Simulation, Case study, Design thinking, Behaviour Modelling, Business Games, Adventure and Action Learning. On-the-job training: Job instruction, Job rotation, Apprenticeship, Demonstration, Psychodrama and Role Play. HRD. HR Accounting: Lev and Schwartz, Flamholtz and Hermanson's Models. HR Audit: Philips RoI model. Career planning model. Employee Development and Transition. MDP.

3.1 HR TRAINING AND DEVELOPMENT

Q1. Define the term training and development.

Ans :

A) Training

Introduction

Training is the important subsystem of human resource development. Training is specialized function and is one of the fundamental operative functions of human resource management.

Training is a short-term process utilizing a systematic and organized procedure by which non-managerial personnel acquire technical knowledge and skills for a definite purpose. It refers to instruction is technical and mechanical operations, like operation of some machine. It is designed primarily for non-managers, it is for a short duration and it is for a specific job-related purpose.

Definitions

- i) **According to Dale S Beach**, "Training is the organized procedure by which people learn knowledge and for skill for a definite purpose".
- ii) **According to Planting, Cord and Efferson**, "Training is the continuous, systematic development among all levels of employees of that knowledge and their skills and attitude which contribute to their welfare and that of the company".
- iii) **According to Edwin B. Flippo**, "Training is the organized procedure by which learn knowledge and skill of an employee for doing a particular job".

iv) **According to Chowdhry D.P.**, "Training is a process which enables the trainees to achieve the goals and objectives of their organizations".

v) **In other words**, training improves changes, moulds the employees knowledge, skill, behavior, aptitude, and towards the requirements of the job and organization. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization, to acquire and apply the knowledge, skills, abilities and attitudes needed by a particular job and organization.

Thus, training bridges the differences between job requirements and employees present specifications.

B) Development

Meaning

Development is a long-term educational process utilizing a systematic and organized procedure by which managerial personnel get conceptual and theoretical knowledge, In other words, it refers not to technical knowledge and skills in operation but to philosophical and theoretical educational concepts, It involves broader education and its purpose is long-term development.

Q2. What are the objectives of training ?

Ans :

The objectives of employee training includes,

1. To develop the potential employees (both old and new), so as to fulfill the present and future requirements of the organization.

2. To make the new recruits to learn basic Knowledge, Skills and Abilities (KSA) of the job that has to be performed by them.
 3. To prepare the experienced employees to take up more complex and the challenging tasks.
 4. To ensure that the organization has a workforce consisting of competent and knowledgeable employees who possess the required skills to lead the organization. Such employees are made to acquire responsible positions in an organization.
 5. To sharpen the skills and to broaden the area of functioning of middle level and senior level managers by providing them with different tasks so that they can become specialists.
 6. To enable employees to become better performers by making them aware about the best techniques, innovative technologies, best practices for performing their tasks efficiently.
 7. To make arrangements for the employees to overcome their deficiencies, thus ensuring the smooth and efficient working environment.
 8. To promote a sense of responsibility, co-operation and good relationships among its employees.
- Thus, it can be said that employee training objectives play a significant role in the success of an organization.

Q3. Explain the importance of training and development.

Ans :

1. **Optimum Utilization of Human Resources**
Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.
2. **Development of Human Resources**
Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.

3. Development of skills of employees

Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.

➤ **Productivity**

Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.

➤ **Team spirit**

Training and Development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.

➤ **Organization Culture**

Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.

➤ **Organization Climate**

Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.

➤ **Quality**

Training and Development helps in improving upon the quality of work and work-life.

➤ **Healthy work environment**

Training and Development helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal.

➤ **Health and Safety**

Training and Development helps in improving the health and safety of the organization thus preventing obsolescence.

- **Morale**
Training and Development helps in improving the morale of the work force.
- **Image**
Training and Development helps in creating a better corporate image.
- **Profitability**
Training and Development leads to improved profitability and more positive attitudes towards profit orientation.
- Training and Development aids in organizational development i.e. Organization gets more effective decision making and problem solving. It helps in understanding and carrying out organizational policies.
- Training and Development helps in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.

4. The Global Competent Manager

The advent of the global economy has led to recommended that organizations create management development programs to produce globally competent managers. Organizations such as Corning Glass, 3M ITT, and General Electronic have incorporated this perspective into their management development programs. We present three examples of how the competencies needed to be an effective global manager have been conceptualized.

Barlett and Ghosal argue that to succeed in a global environment, organizations need a network of managers who are specialists in global issues, and that organisations do not need to globalize all managers. They suggest four categories of managers are needed:

(a) Business Managers

This type of manager play three roles, serving as "the strategist for the organisation, the architect of its worldwide asset configuration, and the coordinator of transactions across national borders.

(b) Country Managers

This type of manager, who works in the organisation's national subsidiaries, also plays three roles, serving as "the sensor and interpreter of local opportunities and threats, the builder of local resources and capabilities, and the contributor to active participation in global strategy"

(c) Functional Managers

These managers are functional specialists (e.g., in engineering, marketing, human resources) who "scan for specialized information worldwide, 'cross-pollinate' leading-edge knowledge and best practice, and champion innovations that may offer transnational opportunities and applications"

(d) Corporate Managers

These managers serve in corporate headquarters and orchestrate the organizations activities, playing the roles of leader and talent scout (i.e., by identifying potential business, country, and functional managers) and developing promising executives.

Q4. What are the objectives of training and development ?

Ans :

The principal objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Societal. Training and development is a subsystem of an organization. It ensures that randomness is reduced and learning or behavioural change takes place in structured format.

i) Individual Objectives

It help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.

ii) Organizational Objectives

It assist the organization with its primary objective by bringing individual effectiveness.

iii) Functional Objectives

It maintain the department's contribution at a level suitable to the organization's needs.

iv) Societal Objectives

It ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

The quality of employees and their development through training and education are major factors in determining long-term profitability of a small business. If you hire and keep good employees, it is good policy to invest in the development of their skills, so they can increase their productivity.

Training often is considered for new employees only. This is a mistake because ongoing training for current employees helps them adjust to rapidly changing job requirements. Reasons for emphasizing the growth and development of personnel include

- Creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organization.
- Enhancing the company's ability to adopt and use advances in technology because of a sufficiently knowledgeable staff.
- Building a more efficient, effective and highly motivated team, which enhances the company's competitive position and improves employee morale.
- Ensuring adequate human resources for expansion into new programs.

3.2 TRAINING NEEDS ANALYSIS

Q5. On what basis the management will analysis the training needs. Design a suitable training programme for business executives of any company.

(OR)

How do you assess the training needs? Explain.

Ans :

Identification of Training Needs

According to McGhee and They're's model, the identification of training needs consists of the following three components. These components are considered as inputs of TNA.

1. Organizational Analysis

The organizational analysis involves complete analysis of organizational structure, objectives, culture, decision-making, resource allocation and so on. Such analysis would help in identifying organizational deficiencies and helps in filling the gaps. This analysis is established for understanding the short-term and long-term goals of the organization. Generally organizational analysis includes the following steps,

(a) Analysis of Objectives

Organizational analysis includes both short-run and long-run goals. Long-run objectives are spread into specific objectives and strategies for each of the department. Short-run objectives are in need adaptation to the changing environment.

(b) Resource Utilization Analysis

Once the organizational objectives are analyzed, the next step is to identify training needs and analyze the allocation of human and other physical resources and evaluate their level of utilization.

(c) Environmental Scanning

This analysis involves the determination of environmental, sociocultural, economic and cultural factors affecting the organisation. It helps in identifying the controllable and uncontrollable environmental factors by the organization.

(d) Organizational Climate Analysis

It deals with the attitudes of members towards work supervision. It has it own impact on the organization.

2. Task Analysis/Operational Analysis

Task analysis involves information about the various components of jobs and their performance. Task analysis shows that required skills and training are needed to perform the job at the required standard. Almost all jobs have an expected standard performance.

3. Man Analysis

This is the third component in the identification of employee training needs. The main aim of man analysis, is to focus on employee, his skills, abilities, knowledge and attitude. Among the three analysis, this is a more complex one because, it includes more difficulties while assigning human contribution. Generally production data, concerning the realization of deadlines, quality of performance etc., can be collected through records, observation, meeting with employee and others who work with him.

Designing a Training Programme for Business Executives

Let us understand the designing procedure of training program for Citi group financial incorporation. Citi group Company now known as Citi Company decided to design a training program for its business executives. It started an exclusive training program named "Managing People". The top management of the organization were worried about the increasing stress on the managers with respect to the rapid growth and change resulting in people problems in the organization and as per the top management, people were the most important resource and they must be managed effectively.

To design a good training program, a study was conducted where the best management talent was identified, differentiated the best and average managers and then designed an effective training program for further development. The managers were asked to get trained through a 5-day training program which included five groups and each day was dedicated to one group. The five session of each training cluster focussed upon the following aspects of managerial decisions,

- (i) Getting commitment to goals and standards
- (ii) Coaching
- (iii) Appraising performance
- (iv) Compensating and rewarding
- (v) Building a team for continuity of performance.

Further, the training program had certain training techniques such as, case study, role practice, group problem-solving, decision-making exercises and occasional short lectures. On each day of the training program, the managers would receive printed ratings by their subordinates. Apart from this, the feedback given to the managers considered as important part of the training program as managers concentrated much on their learning, improvement objectives of lowest ratings. Thus, the program 'Managing people' was carried for about two decades. The managers highly valued the training program as it helped them to enhance the requisite managerial skills.

Q6. Examine the various steps in analyzing training needs.

Ans :

(Aug.-17)

The Training need analysis Model is a pictorial representation of the sequential phases followed in conducting a Training Need Analysis (TNA). It consists of four main phases,

1. Trigger
2. Input
3. Process
4. Output

The following figure depicts the TNA Model.

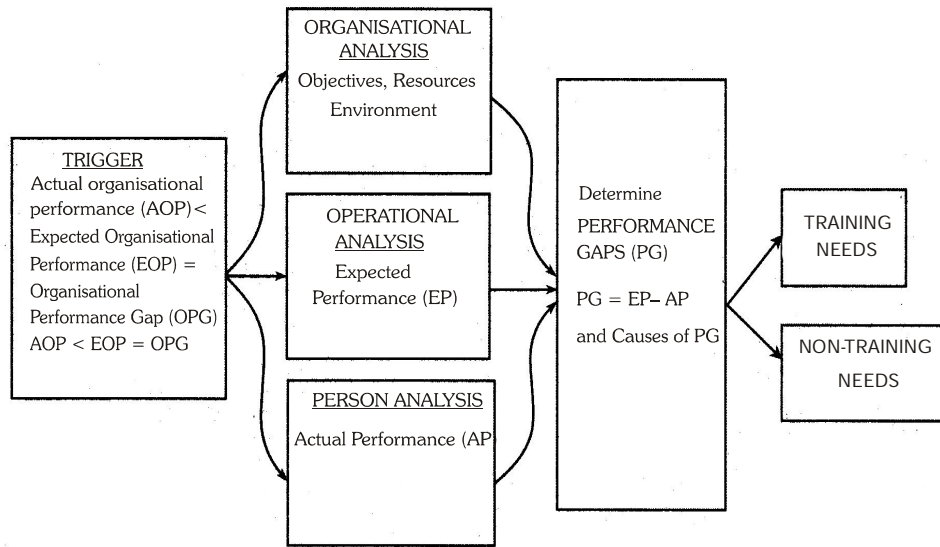


Fig. Framework for Conducting a TNA

1. Trigger

Trigger represents the first phase of TNA model. It acts as a simulation to the entire Training Need Analysis (TNA).

A trigger can be defined as the method of identifying actual or potential performance gaps in an organization. Under trigger phase, it is found that,
 $EP < PP$

Where,

EP - Expected Performances

< -Less than

PP - Present Performances

This, $EP < PP = PG$

PG - Performance Gap

Thus, $PG = EP < PP$ acts as a trigger to the actual TNA.

2. Input

(i) Organizational Analysis

The organizational analysis involves complete analysis of organizational structure, objectives, culture, decision-making, resource allocation and so on. Such analysis would help in identifying organizational deficiencies and helps in filling the gaps. This analysis is established for understanding the short-term and long-term goals of the organization. Generally organizational analysis includes the following steps,

(a) Analysis of Objectives

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(b) Resource Utilization Analysis

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(iii) Man Analysis

This is the third component in the identification of employee training needs. The main aim of man analysis is to focus on employee, his skills, abilities, knowledge and attitude. Among the three analyses, this is a more complex one because it includes more difficulties while assigning human contribution. Generally production data, concerning the realization of deadlines, quality of performance etc., can be collected through records, observation, meeting with employee and others who work with him.

3. Process

After gathering all the required information, through input phase, it is put into process phase. This phase includes,

- (i) Identifying the Performance Gaps (PG)
- (ii) Causes of performance Gap

Usually, PG is calculated by

$$PG = EP - AP$$

Where,

PG - Performance Gap

EP - Expected Performance

AP - Actual Performance EP is the performance level expected from an employee in a particular job.

AP is the current performance level of an employee in a particular job.

4. Output**(i) Training Needs**

The Performance Gaps (PG) that result from the employee's deficiencies of KSAs and which can be solved by providing training are called Training Needs. For these deficiencies to be filled, the KSAs which are lacking in the employee must be identified and specified clearly. The KSAs thus identified help in developing the training objectives.

(ii) Non-training Needs

Non-training needs are those which are not characterized as KSA deficiency and those which are characterized as deficiency but cannot be solved or filled by training. In other words, they are the deficiencies that affect the PP and cause PG, but cannot be resolved through training.

Non-training needs are those organizational attributes that do not lack in KSAs, but are responsible for PG for which training is not a solution.

Q7. Explain in detail the output of Training need Assessment.

Ans :

Output is the third and the last phase of TNA Model. After a clear study of PG, output phase arises. Output of TNA consists of,

1. Training Needs
2. Non-training Needs.

1. Training Needs

The Performance Gaps (PG) that result from the employee's deficiencies of KSAs and which can be solved by providing training are called Training Needs. For these deficiencies to be filled, the KSAs which are lacking in the employee must be identified and specified clearly. The KSA's thus identified helps in developing the training objectives.

2. Non-training Needs

Non-training needs are those which are not characterized as KSA deficiency and those which are characterized as deficiency but cannot be solved or filled by training. In other words, they are the deficiencies that affect the PP and cause PG, but cannot be resolved through training.

Non-training needs are those organizational attributes that do not lack in KSA's, but are responsible for PG for which training is not a solution.

Non-training needs are of two types,

- (i) Non-training needs without any KSA deficiency
- (ii) Non-training needs characterized by a KSA deficiency.

(i) Non-training needs without KSA Deficiency

The case of "Hardworking employee who always gets a reward of difficult assignments, tending to reduce her performance level by herself, is a situation which cannot be solved by training." In this situation, providing training to employee is not needed. Instead the supervisor who is habituated to give more work to the hardworking employee should be given training. Supervisor must be taught that hardworking employee must be given rewards rather than punishment. Non-training needs without KSA deficiency is arised due to following reasons,

(a) Inadequated Feedback

Employees tend to perform less when they do not get any feedback positive or negative from their supervisors. In such case, not the employee but supervisors needs training.

(b) System Constraints

Workplace conditions can also become a constraint for delivering desired performances. Examples of this are - Unavailability of required material on time use of outdated machinery, continuous disturbance etc. These kind of hurdles must be removed as and when identified at the workplace.

(ii) Non-training Needs Characterized by a KSA Deficiency

This is a situation where there are KSA deficiencies, but training is not the only solution. These includes,

(a) Job Aids

Job Aids are generally the group of instructions, figures and other information available at the workplace. Job aid guide the employee in performing complex task. The method of using Job Aids is cost effective and efficient method than compared to providing training.

(b) Practice

An infrequently performed task can develop PG. This can be solved by practice rather than training.

Thus, both Non-training needs and training needs are to be properly addressed to fill the performance gaps (PG) and meet the EP. The following figure depicts the output of TNA.

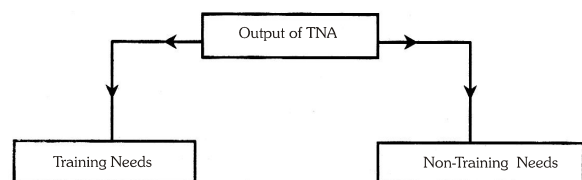


Fig. Output of TNA

Q8. Design a training program for a newly joined sales trainee of a Pharmaceutical Company.

Ans :

The pharmaceutical industry is a highly competitive and dynamic place where all the elements are changing continuously. A newly joined sales trainee in a pharma company need to possess knowledge about,

- (i) The company under which he is working.
- (ii) The type of drugs/medicines etc., which his firm deals with.
- (iii) Basic knowledge about the firms competitors.
- (iv) Good soft skills and marketing skills.
- (v) Good knowledge about the human body anatomy.

The training program for a newly joined sales trainee of a pharmaceutical company would involve the following steps,

Step-1: Home Study

The first step in the training program for sales trainee of a pharma company requires a detailed home study. The sales representatives need to be aware of their own company products, their competitors products and about the anatomy and physiology of the human system. The trainee needs to be provided with manuals, books and other e-resources relating to scientific and technical resources. This may help the trainee to gain complete knowledge about the product and services his firm deals with.

Step-2: Field Training

Under this step, the trainee is accompanied with the trainer on field in order to understand the soft skills, the various conditions of the drugs regarding the color of tablets, their indications and their side effects etc. Along with these, the trainee need to be aware of soft skills such as, how to approach a doctor, retailer and the wholesaler. However, in order to grab the market right from medical schools, some organizations make their sales representatives trained about how to approach medical students as well.

Step-3: Technology Aspects

It ensures the technological aspects of training regarding the usage of company's software, details of drug and some other marketing information system.

Step-4: Selling Skills

This is identified as a prominent step of the training session for the sales/trainee. Under this step, the trainee's are trained in such a way that they are experts in characterizing the drug, asking relevant queries to physician and the retailers. Along with these, the trainers are trained in proficiency, scientific and marketing aspects in order to convince the physician with their good presentations.

On the whole, the sales representative needs to be trained not only about the skills of identifying the drug, but also about the skills of selling and marketing of the firms products.

Apart from the training program, trial and error practice and experience would go along way in preparing a professional sales trainee for the pharma company.

3.3 METHODS OF TRAINING

3.3.1 Off-the-job Training

3.3.1.1 Vestibule, Simulation, Case study, Design thinking, Behaviour Modelling, Business Games, Adventure and Action Learning

Q9. What is off-the-job training. Explain various methods off-the-job training.

Ans :

(June-18)

Meaning

Off the job training is the training method where in the workers/employees learn the job role away from the actual work floor. In other words training which is carried out away from your normal place of work. Off-the-job training comprises of a place specifically allotted for the training purpose which may be near the actual work place, where the workers are required to learn the skills and get well equipped with the tools and techniques that are to be used at the actual work floor.

Methods

1. Vestibule Learning

In this method, the trainee is exposed to an artificial working environment wherein on-the-job situations are duplicated in a company classroom. Equipment and machines, which are identical with those in use in the place of work, are utilized to impart the training.

Here, theoretical training is given in the classroom while the practical work is conducted on the production line. It is very useful to train semi-skilled personnel, particularly when many employees have to be trained for the same kind of work at the same time. Lectures, conferences, case studies, role-playing, and discussion are some forms of vestibule training.

Merits

- i) Trainees are less distracted as the training is imparted in a separate room.
- ii) Effective utilization of a trained instructor is possible.
- iii) Learners can learn correct methods that will not interrupt the production.
- iv) Trainees are given ample freedom to practice what they have learnt since there is no constant supervision of the supervisors.

Demerits

- i) Since the responsibilities are distributed, it may lead to organizational problems.
- ii) It is not so economical, as an additional investment in equipment is necessary.
- iii) This method is of limited value for the jobs that utilize non-duplicable equipment.
- iv) The training environment is mostly artificial.

2. Simulation

It is an extension of vestibule training. The trainee works in closely 'duplicated' real job conditions. This is essential in cases in which

actual on-the-job practice is expensive, might result in serious injury, a costly error or the destruction of valuable material or resources, e.g. in aeronautical industry.

Merits

- i) Creates interest in the trainees and motivates them.
- ii) This type of training is very useful to avoid any costly errors or the destruction of valuable materials or resources.

Demerit

This type of training usually involves huge costs.

3. Case Study

Under this method, a real (or hypothetical) business problem or situation demanding solution, is presented to the group and members are trained to identify the problems present, they must suggest various alternatives for tackling them, analyze each one of these, find out comparative suitability and decide for themselves the best solution. The trainer only guides the discussion, and adequate time is spent on each aspect. This method promotes analytical thinking and problem-solving ability. It enables trainees to become increasingly aware of obscurities, contradictions and uncertainties encountered in a business. This method is extensively used in professional schools of law and management, and in supervisory and executive training programs in industry.

Merits

- i) It promotes analytical thinking and develops a person's problem-solving.
- ii) It encourages open mindedness and serves as a means of integrating the knowledge obtained from different basic disciplines.
- iii) Although trainees quickly learn that there is no single answer to, or solution of, a case problem, they are never the less expected to arrive at useful generalizations and principles.

- iv) Since cases are usually based upon real problem situations the trainees' interest in them tends to be very great.
- v) The method is accepted by everyone, for it deals with detailed descriptions of real-life situations.
- vi) Finally, if the problems faced by managers are described, the trainees become increasingly aware of obscurities, contradictions and uncertainties they encounter in their business careers and the need for remedial action.

Demerits

The method has been criticized on many grounds:

- i) It may degenerate into a mere dreary demonstration of dusty museum-pieces, if it is taught only from books at developing centers of learning.
- ii) Instruction in the methods of analysis may not be given due importance. It may suppress the faculties of mediocre trainees, and the habit of bunking by analogies may develop.
- iii) The cases become permanent precedents in their minds and may be used indiscriminately.
- iv) Finally, the preparation of cases is difficult, for it needs money and time, and it is not quite certain that outcome of this method would be worth the expenditure in money and men incurred on it.

4. Design Thinking

Design thinking is a methodology that designers use to brainstorm and solve complex problems related to designing and design engineering. It is also beneficial for designers to find innovative, desirable and never-thought-before solutions for customers and clients. Design thinking is used extensively in the area of healthcare and wellness, agriculture, food security, education, financial services, and environmental sustainability, to name a few.

Design thinking has helped in the digital space, contributed to the development of physical products, spurred social innovation projects and much more. The iterative design process helps the designers to involve clients and customers in meaningful ways. It is not just a strategy to come up with feasible solutions to a problem, but also a method to think of unimaginable solutions and then trying to make them not just feasible, but also viable. Design thinking is a blend of logic, powerful imagination, systematic reasoning and intuition to bring to the table the ideas that promise to solve the problems of the clients with desirable outcomes. It helps to bring creativity with business insights.

5. Behaviour Modelling

This is a new method of teaching of interpersonal skills and attitude change. It is based on the idea that trainees learn best when they see a task being performed and then practice the task with feedback until they are competent. This method teaches trainees the right way to perform a task. If trainees make a mistake the trainer immediately corrects them. Business games, cases, group discussion are also used in this type of training.

6. Business Games

Trainees divide into five- or six-person groups, each of which competes with the others in a simulated marketplace. Each group typically must decide, for example,

- (i) how much to spend on advertising.
- (ii) how much to produce,
- (iii) how much inventory to maintain, and
- (iv) how many of which product to produce.

Usually, the game itself compresses a two-or-three-year period into days, weeks, or months. As in the real world, each company team usually can't see what decisions (such as to boost advertising) the other firms have made, although these decisions do affect their own sales.

Management games can be effective. People learn best by being involved, and the games can gain such involvement. They help trainees develop their problem-solving skills, as well as to focus attention on planning rather than just putting out fires. The groups also usually elect their own officers and organize themselves. This can develop leadership skills and foster cooperation and teamwork.

7. Adventure

Adventure Training or Adventure-based Training is a form of experiential training to bring about beneficial organizational development. Adventure training is also known as Corporate Adventure Training, Experience-based Training and Development, Outdoor Experiential Training and Outdoor Management Development. All of these refer to training that utilizes adventure training activities, whether in an indoor or outdoor setting, to enable positive development to organizations.

These adventure training activities can be classified under five distinct categories of socialization games, group initiatives, ropes course, outdoor pursuits and other adventures (Priest, 1996). Socialization games refer to ice breakers which allow participants to get to know each other; group initiatives are tasks that require active team participation to complete, rope courses involve a form of rope obstacle course that needs to be navigated by the participants; outdoor pursuits are activities that are conducted in an outdoor or unique setting and other adventures refer to nontraditional activities that are associated with the nature of the work setting.

Benefits to organizations through the participation of these adventure training activities can occur at different levels such as benefits to individual employees, benefits to management work units and benefits to the organization. Some of the typical areas that can be improved through such activities are in areas such as trust development, conflict management, leadership development and team building

8. Action Learning

Action learning is a style of learning in which individuals control their own learning experience, unlike traditional education methods that rely on the development of content by training organizations and delivery by teachers/instructors.

Action learning (also known as personal learning) is rapidly gaining popularity among individuals regardless of their stakeholder status such as employees, customers, associates and students. And, with good reason. People now have the ability to assert control over their own learning experiences, and they are doing so in ever greater numbers. That is why action learning is generally regarded by

training organizations as more than a mere trend; it is considered a profound and permanent sea change in learning.

The stimulus, clearly, is the development of Internet-based technologies like the search engine. For millions of people, exploring the Internet has become the principal fact-finding method for resolving informational challenges large and small. This capability, combined with equally convenient social media tools, has made the Internet the first option for individuals who seek greater responsibility for their own learning experience.

Within the workplace, individuals are similarly reaching for the Internet to supplement formal training curricula, often with the support and encouragement of training departments. Accommodating the technology based learning priorities of stakeholders be it mobile, social or other informal learning style – is increasingly viewed by companies as a route to lowering training expenses while also attracting young, tech-savvy employees.

Q10. Explain various steps involved in modelling behaviour.

Ans :

Steps in Behavior Modelling

The behaviour modelling process can be presented in seven key steps. They are as follows,

Step 1: Define Key Skill Deficiencies

In first step of behaviour modelling, key skill deficiencies will be defined.

Step 2: Give Briefing of the Relevant Theory

In this step, briefing of relevant theory will be provided.

Step 3: Highlight Key Learning Points and Observe Critical Behaviour

This step involves observing the critical behaviour and highlighting the key learning points for the trainees.

Step 4: Employ Expert

The next step is to utilize services of experts to ensure best behavioural model.

Step 5: Motivate Trainees

In the next step, trainees are motivated to practice the desired behaviour which is modeled in the previous step. This behaviour should be practiced by trainees in a structured role-play.

Step 6: Provide Reinforcement

In this step, trainers provide reinforcement to trainee either in the form of feedback or appraisal based on how he/she imitates the model behaviour.

Step 7: Appropriate Demonstration

The final step ensures that the supervisor of trainees have significantly demonstrated the designed or decided behaviour.

3.3.2 On-the-job Training

3.3.2.1 Job instruction, Job rotation, Apprenticeship, Demonstration, Psychodrama & Role Play

Q11. What is On-the-job Training. Explain various methods of On-the-job Training.

Ans : (June-18)

Meaning

On the job training, also known as OJT, is an important topic of human resource management. It is used to develop the career of the individual as well as the prosperous growth of the organization.

On the job training is a form of training offered at the workplace. As part of the training, employees are made familiar with the working environment they will become part of. Employees also get hands-on experience with using equipment, tools, machinery, materials, etc. Part of the training is to face the challenges that might occur as a part of the performance of the job.

An experienced employee or a manager is entrusted with executing the role of the mentor, passing on his/her knowledge and company-specific skills to the new employee via written or verbal instructions. Executing the training at the job location, instead of at a classroom, creates a stress-free environment for the employees.

Methods

1. Job Instruction Training

This method is also known as 'training through step-by-step learning' as it involves all necessary steps in the job, each in proper sequence, which are as follows:

- i) Preparation of the trainees for instruction.
- ii) Presentation of trainees for instruction.
- iii) Performance of the job by the trainee.
- iv) Motivating the trainee to follow up the job regularly.

This method provides immediate feedback on results, quick correction of errors, and opportunity for additional

practice when required. New recruits in banks are provided with job cards, which provide step-by-step instructions to perform various tasks in various departments such as general banking, clearing, credit, etc.

Merits

- i) Classroom, web-based and off-site instruction can be followed with JIT to ensure job competency.
- ii) For many kinds of jobs, structured JIT has been proven to be the most effective, efficient method of learning job skills to increase productivity and quality.
- iii) JIT ensures that performance assessment can be done at Kirkpatrick's level 3, job performance.
- iv) JIT is Just-in-Time (classroom training is often just-in-case).
- v) Learning is immediately relevant to the work of the unit, whether it deals with materials, information or services.
- vi) JIT reinforces work relationships, especially when the supervisors are involved.
- vii) Informal peer training - the "hidden JIT" that teaches unsafe and ineffective practices, is reduced or eliminated.
- viii) Trained JIT trainers reduce wrong learning and ensure that employees learn the most expert methods.
- ix) Instructors use training plans to determine the most productive use of time - that means what skills needed the most to improve efficiency of the unit.
- x) Instructors use job aids to ensure learning is most efficient and job performance is most effective.

Demerits

- i) One major drawback of on the job training can be finding the right time for it. The person responsible for giving and evaluating the training has to be sure that his or her other job responsibilities are being met.

- ii) Another disadvantage of JIT is that it can be difficult to find the right person to conduct it. The person doing the training must have the knowledge and skills with the same equipment that the learner will be working with. Care must also be given not to pass on sloppy work habits or unintentionally teach irrelevant or inefficient work methods to the new worker/learner.

2. Job Rotation

Job rotation refers to moving employees from job to job to add variety and reduce boredom by allowing them to perform a variety of tasks. When an activity is no longer challenging, the employee would be moved to another job at the same level that has similar skill requirements. It reduces boredom and disinterest through diversifying the employee's activities. Employees with a wider range of skills give the management more flexibility in scheduling work, adapting to changes and filling vacancies. Job rotation also has its drawbacks. Training costs are increased, work is disrupted as rotated employees take time to adjust to a new set-up, and it can demotivate intelligent and ambitious trainees who seek specific responsibilities in their chosen speciality. According to Herzberg, job rotation is merely "substituting one zero for another zero".

Advantages

- (i) **Avoids monopoly** : Job rotation helps to avoid monopoly of job and enable the employee to learn new things and therefore enjoy his job
- (ii) **Provides an opportunity to broaden one's knowledge**: due to job rotation the person is able to learn different job in the organization this broadens his knowledge.
- (iii) **Avoiding fraudulent practice**: In an organization like bank jobs rotation is undertaken to prevent employees from doing any kind of fraud i.e. if a person is handling a particular job for a very long time he will be able to find loopholes in the system and use them for his benefit and indulge (participate) in fraudulent practices job rotation avoids this.

Disadvantages

- (i) **Frequent interruption** : Job rotation results in frequent interruption of work. A person who is doing a particular job and get it comfortable suddenly finds himself shifted to another job or department this interrupts the work in both the departments.
- (ii) **Reduces uniformity in quality** : Quality of work done by a trained worker is different from that of a new worker when a new worker is shifted or rotated in the department, he takes time to learn the new job, makes mistakes in the process and affects the quality of the job.
- (iii) **Misunderstanding with the union member** : Sometimes job rotation may lead to misunderstanding with members of the union. The union might think that employees are being harassed and more work is being taken from them. In reality this is not the case.

3. Apprenticeship

A major part of training time is spent on the on-the-job productive work. Each apprentice is given a program of assignments according to a predetermined schedule which provides for efficient training in trade skills. This method is appropriate for training in crafts, trades and technical areas, especially when proficiency in a job is the result of a relatively long training or apprenticeship period, e.g., job of a crafts man, a machinist, a printer, a tool maker, a pattern designer, a mechanic, etc.

Merits

- i) **Learn while Earn Money**
It offers the opportunity for participants to learn while they earn money according to a progressive pay scale that automatically increases as their skills increase.

ii) Blending of Theory

It provides a blending of theory with practical learning. It is a prime example of the "learning by doing" approach to education.

iii) Motivate Individuals

Learning while on the job can motivate individuals who may not do well in the traditional classroom setting.

iv) Practical Skills

Apprentices will learn while they learn and will gain practical and transferable skills while keeping their options open.

v) Interaction

Training and jobs are brought closer together.

vi) Update Techniques

It helps to assure that up-to-date equipment and techniques are used in training.

vii) Holistic training

By design, apprentices train for an entire industry, rather than for an individual employer.

viii) Lifelong Learning

It offers a foundation for lifelong learning.

Demerits

- i) Participant's education is limited by the apprenticeship contract.
- ii) As not all occupations offer apprenticeships, so participant's career path might have to take a different route.
- iii) The perceived value of an employee and therefore the ability to promote may be less.
- iv) All apprenticeships are not easy.

4. Demonstration

In the demonstration method, the trainer describes and displays something, as when he teaches an employee how to do something by actually performing the activity himself and by going through a step-by-step explanation of "why" and "what" he is doing.

Demonstrations are very effective in teaching because it is much easier to show a person how to do a job than to tell him or ask him to gather instruction from the reading material. Demonstrations are often used in combination with lectures, pictures, text materials, discussions, etc.

Teaching by example is effective in mechanical operations or inter-personal relationships, for job duties and responsibilities, for informal group standards, supervisory expectations, and the like.

Demonstrations are particularly effective in the training for the acquisition of skills; but their usefulness is limited when it is a question of training management personnel. In a demonstration, the emphasis is primarily on know-how, the principles and theory of a job must, therefore, be taught by some other method.

Merits

The merits of demonstration are as:

- i) It is particularly suited to teaching skills to many people.
- ii) Seeing, hearing, discussing and participating in a group stimulates action.
- iii) It builds confidence in the presenter, when the demonstration is performed skillfully.
- iv) Simple and good demonstrations readily help in repeated use of the method/practice.
- v) The trainer can control the pace and easily alter it to meet the needs of the group.
- vi) It enables the trainer to relate the principles and theories to real world situations.

Demerits

The demerits of demonstration are as:

- i) Considerable time and expense can be involved in obtaining necessary materials.
- ii) If a limited supply of materials is available, only one member of the group may be able to imitate what has been demonstrated.
- iii) If it is a large group, it may be difficult for all to observe the demonstration.

5. Psychodrama & Role Play

This method is also called 'role-reversal' 'socio-drama' or 'psycho-drama'. Here trainees act out a given role as they would in a stage play. Two or more trainees are assigned roles in a given situation, which is explained to the group. There are no written lines to be said and, naturally, no rehearsals. The role players have to quickly respond to the situation that is ever changing and to react to it as they would in the real one. It is a method of human interaction which involves realistic behavior in an imaginary or hypothetical situation. Role playing primarily employee-employer relationships, hiring, firing, discussing a grievance problem, conducting a post appraisal interview, disciplining a subordinate, or a salesman making presentation to a customer.

Merits

- i) The trainees learn more effectively by doing.
- ii) Human sensitivity and interactions are stressed.
- iii) Immediate results are known.
- iv) A high involvement of trainees is seen.
- v) The trainees develop the necessary skills and ability to apply knowledge, particularly in areas like human relations.
- vi) This method is successful in bringing a desired change in the trainee's behavior and attitudes.

Demerits

- i) Role-playing may not adhere to the objectives of the training program unless the trainer engages in coaching.
- ii) Reinforcement of the desired behavior may be sometimes lacking when the trainer fails to state the criteria for behavior.

Q12. Distinguish between on-the-job training and off-the-job training.

Ans :

S.No.	Nature	On-the-job-Training	Off-the-job-training
1.	Meaning	The employee learns the job in the actual work environment.	Off the job training involves the training of employees out side the actual work location.
2.	Cost	It is cheapest to carry out.	It requires expenses like separate training rooms, specialist, resources like projectors.
3.	Location	At the work place.	Away from the work place.
4.	Suitable for	Generally imparted in case of manufacturing for production related job.	Mostly imparted for managerial and non production related jobs.
5.	Approach	Practical approach	Theoretical approach.
6.	Principle	Learning by performing.	Learning by acquiring knowledge.
7.	Carried out	It is carried out by the experienced employee.	Training which is provided by the experts.
8.	Deals with	Training is very relevant and practical dealing with day-to-day requirement of job.	It can more easily deal with groups of workers At the same time.
9.	Work Disturbance	The scope for distractions is more, as there may be noise and disturbances because of working machines, tools and gadgets.	There is no distraction because trainees are away from the actual working environment.
10.	Methods	Coaching, job rotation, apprenticeship, mentoring, under study, job instruction, committee assignment are some of the avenues of on-the job training methods.	Role - plays, seminar, lectures, case studies, vestibule field trip programmed instruction demonstration e-learning are some of the off- the job training methods.

3.4 HUMAN RESOURCE DEVELOPMENT (HRD)

Q13. Explain about Human Resource Development.

Ans :

Meaning

Human Resource Development (HRD) is the framework, for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development.

The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in sendee to customers.

Human Resource Development can be formal such as in classroom training, a college course, or an organizational planned change effort. Or. Human Resource Development can be informal as in employee coaching by a manager. Healthy organizations believe in Human Resource Development and cover all of these bases.

Defintions

HRD (Human Resource Development) has been defined by various scholars in various ways. Some of the important definitions of HRD (Human Resource Development) are as follows:

- i) **According to Leonard Nadler**, "Human resource development is a series of organized activities, conducted within a specialized time and designed to produce behavioural changes."
- ii) **In the words of Prof. T.V. Rao**, "HRD is a process by which the employees of an organization are helped in a continuous and planned way to (i) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles: (ii) develop their journal capabilities as individual and discover and exploit their own inner potential for their own and/or organizational development purposes: (iii) develop an organizational culture in which superior-subordinate relationship, team work and collaboration among sub-units are strong and contribute to the professional well being, motivation and pride of employees." .
- iii) **According to M.M. Khan**, "Human resource development is the process of increasing knowledge, capabilities and positive work attitudes of all people working at all levels in a business undertaking."

Q14. Explain the features of HRD.

Ans :

The essential features of human resource development are as follows:

- Human resource development is a process in which employees of organizations are recognized as its human resource. It believes that human resource is the most valuable asset of an organization.
- It stresses on development of human resources of the organization. It helps the employees of the organization to develop their general capabilities in relation to their present jobs and expected future role.
- It emphasizes the development and best utilization of the capabilities of individuals in the interest of the employees and the organization.
- It promotes team spirit among employees.
- It tries to develop competencies at the organizational level. It stresses on providing healthy climate for development in the organization.
- It aims to develop an organizational culture in which good senior-subordinate relations, motivation, quality and sense of belonging exist.
- It tries to develop competence at individual, inter-personal, group and organizational level to meet organizational goal.
- It is an inter-disciplinary concept. It is based on the concepts, ideas and principles of sociology, psychology, economics, etc.
- It forms an employee welfare and quality of work life. It tries to examine/identify employee needs and meeting them to the best possible extent.
- It is a continuous and systematic learning process. Development is a lifelong process, which never ends.

Q15. Explain the benefits of HRD.*Ans :*

Human resource development nowadays is considered as the key to higher productivity, better relations and greater profitability for any organization. Appropriate HRD provides unlimited benefits to the concerned organization.

Some of the important benefits are as follows:

- HRD makes people more competent. HRD develops new skill, knowledge and attitude of the people in the concern organizations.
- With appropriate HRD programme, people become more committed to their jobs. People are assessed on the basis of their performance by having an acceptable performance appraisal system.
- An environment of trust and respect can be created with the help of human resource development.
- Acceptability towards change can be created with the help of HRD. Employees found themselves better equipped with problem-solving capabilities.
- It improves the all round growth of the employees. HRD also improves team spirit in the organization. They become more open in their behaviour. Thus, new values can be generated.
- It also helps to create the efficiency culture in the organization. It leads to greater organizational effectiveness. Resources are properly utilized and goals are achieved in a better way.
- It improves the participation of worker in the organization. This improves the role of worker and workers feel a sense of pride and achievement while performing their jobs.
- It also helps to collect useful and objective data on employees' programmes and policies which further facilitate better human resource planning.
- Hence, it can be concluded that HRD provides a lot of benefits in every organization. So. The importance of concept of HRD should be recognized and given a place of eminence, to face the present and future challenges in the organization.

Q16. Distinguish between HRM and HRD.*Ans :*

S.No.	Points of Distribution	HRM	HRD
1.	Status	It is an independent function with independent sub-functions.	It is an integrated system consisting of interdependent sub-system.
2.	Orientation	It is a service and reactive function.	Proactive function.
3.	Aims	Improve the efficiency of people.	Develop the total organization.
4.	Incentives	Focuses on salary, economic rewards, job simplification and job specification.	Job challenges and one activity for motivating people.
5.	Responsibility	Responsibility of human resources manager	Responsibility of all managers.
6.	Morale Productivity Relationship	Improve Satisfaction.	Improve Performance.

3.5 HR ACCOUNTING

Q17. What is Human Resource Accounting?

State the objectives of Human Resource Accounting.

Ans : (Dec.-20, Oct.-20, June-19, Imp.)

Meaning

Human resources accounting (HRA) is an information system that tells the management what changes have been occurring in the HR department of the business over a period of time. HRA also involves accounting for investment in people, their replacement costs, and the economic value of people in an organisation.

Definitions

- i) **According to American Accounting Association's committee** – "HRA is the process of identifying and measuring data about human resources and communicating this information to interested parties".
- ii) **According to Stephen Knauf** defined HRA as "The measurement and quantification of human organizational inputs such as recruiting, training, experience and commitment."
- iii) **According to Eric. G. Flamholtz** HRA represents "Accounting for people as an organizational resource. It is the measurement of the cost and value of people for the organization".

Concept

Human Resource Accounting (HRA) is similar in principle to the preparation of an accounting statement. Just as financial accounting reflects the cost of assets such as buildings, land, machinery, HRA tries to place a value on organizational human resources by formulating a human resource balance sheet.

Here human resources are presented as assets, not as expenses. HRA, thus, shows the investment the organisation makes in its people and how the value of these people changes over time.

Objectives

According to Likert, the objectives of HRA are :

- Provide cost evaluation information about acquiring, developing, allocating and maintaining human resources so as to meet organisational goals.
- Enable management to effectively monitor the use of human resources.
- Find when the human assets are appreciating or depreciating over a period of time.
- Assist in the development of effective management practices by classifying the financial consequences of various practices.

Q18. Explain various approaches of measurement of HRA

(OR)

What are the various methods of measurement of HRA.

(OR)

Explain the various methods of HRA.

Ans : (Dec.-20, Oct.-20, Imp.)

The various approaches to the valuation of human resource may be broadly grouped under two categories: monetary measures and non-monetary measures.

A) Monetary Measures

These measures focus on cost or economic value. Such measures are needed to translate manpower resources into a common denominator on which many organisational decisions are taken. The monetary measures include the following :

1. **Hierarchical cost method** : Rensis Likert developed this method. In this method, all costs of recruitment, training and other costs involved in developing an employee are capitalised. The amount so capitalised is written off over the period an employee serves the organisation. If the employee leaves before the expected service period, the remaining amount is written off completely in that particular year.

2. **Replacement cost method** : Replacement cost is the cost of replacing an existing employees. It is the cost of replacing a set of services provided by one person with an equivalent set of services provided by another. Turn underlying costs include the cost of recruitment, training and development, the opportunity cost during the intervening period till the new recruit attains the efficiency level of the old employee, the cost of lost productivity prior to the separation of an individual from the organisation.
3. **Opportunity cost method** : Hekimian and Jones proposed this valuation method in respect of employees possessing certain rare skills. In this approach, all managers within an organisation will be encouraged to bid for any scarce employee they want and the one who is able to acquire his services puts the bid price as his investment base in respect of that employee.

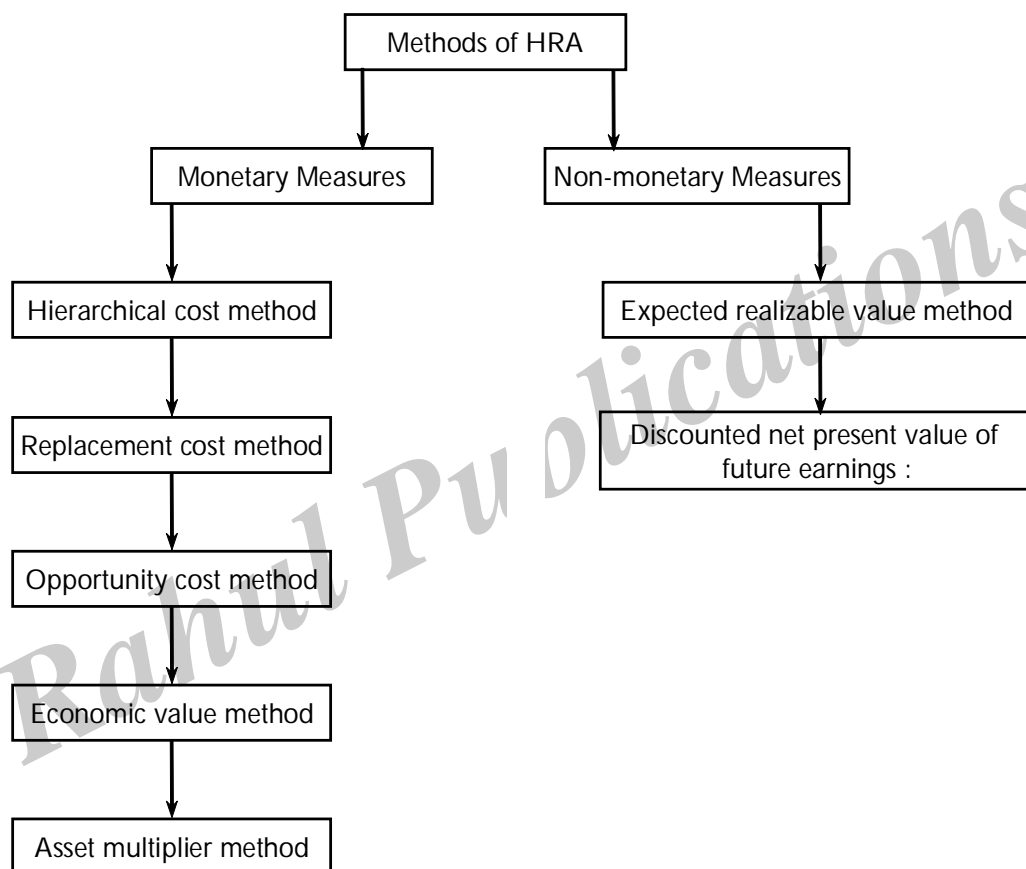


Fig.: Methods of HRA

4. **Economic value method** : In this method human resources are valued on the basis of the contribution they are likely to make to the organisation during their continuance in the organisation. The payments to be made to the person by the employing organisation in the form of pay, allowances, benefits, etc., are estimated and discounted appropriately to arrive at the present economic value of the individual.
5. **Asset multiplier method** : In this method, the employees working in an organisation are classified into four categories: top management, middle management, supervisory management, operative and clerical staff. The salary bill of each category is multiplied with a suitable multiplier to calculate the total value of each. Multiplier is an instrument for relating the personal worth of employees to the total asset values of the organisation.

B) Non-monetary Measures

Taking note of the changes in the effectiveness of individuals, groups and the organisations, behavioural scientists have developed the following non-monetary measures in HRA.

1. **Expected realisable value method** : The elements of expected realisable value such as productivity, transferability and promo-tability can be measured through personnel research, appraisal techniques and other objectives methods. Productivity can be measured by objective indices and managerial assessment.

Promotability and transferability can be measured in terms of the measures of potential such as psychometric tests and subjective evaluations. Attitudes surveys can be used to measures satisfaction, motivation, rewards, etc.

2. **Discounted net present value of future earnings** : Rensis Likert proposed three sets of variables – casual, intermediates and output – which help in measuring effectiveness over a period of time.

Causal variables such as leadership style and behavioural affect intermediate variables such as morale, motivation, commitment to goals, etc., which in turn, affect output variables such as production, sales, net profit etc.

Q19. What are the advantages and limitations of HRA.

(OR)

Elucidate the significance of HR accounting.

Ans :

(Nov.-21, June-18)

Advantages

HRA offers the following advantages :

1. **Recruitment Planning** : It throws light on the strengths and weaknesses of the existing workforce in an organisation. This, in turn, helps management in recruitment planning, whether to hire people or not.
2. **Valuable Feedback** : It provides valuable feedback to managers regarding the effectiveness of HR policies and practices. For example, high training costs may warrant a change in policy, additional recruitment expenses in respect of a particular category of employees may indicate the need for a better compensation package, high training costs may compel managers to look at the returns over a period of time, etc.
3. **Judge a Company** : It helps potential investors judge a company better on the strength of the human assets utilized therein. If two companies offer the same rate of return on capital employed, information on human resources can help investors decide which company to be picked up as an investment.
4. **Appropriate Decisions** : It helps management in taking appropriate decisions regarding the use of human assets in an organisation, i.e., whether to hire new recruits or promote people internally, transfer people to new locations or hire people locally, incur additional training costs or hire consultants keeping the impact on the long-run profitability in mind.

Limitations

HRA suffers from the following limitations.

1. **It is not easy to value the human assets in an organisation :** There are no guidelines differentiating the 'cost' and 'value' of human resources. After valuing human resources in a specific way, many of them leave the organisation. Human life itself is uncertain and hence valuing the asset under such 'foggy' conditions is not proper. Like physical assets, human assets cannot be owned, retained and utilized at the sweet will and pleasure of an organisation. The so called 'asset' – after getting itself enriched within a company – may simply disappear, causing irreparable loss to the company.
2. **HRA is full of measurement problems :** There is no agreement among the accountants and finance professionals regarding the measurement process.
3. **Employees and unions may not like the idea,** because HRA may lead to division among the ranks of employees. A group of employees may be valued lower than their real worth owing to reasons beyond the control of management. The employees may resist the idea of being treated like second-class citizens, despite their useful contribution over a period of time. Unions may fight such manipulative practices on the part of the management.
4. **There is no empirical evidence** to support the idea that HRA is an effective tool to measure the economic value of people to the organisation. There is very little data to the contention that it facilitates better and effective management of human resources.

Q20. Develop an argument for need and scope of HR Accounting.

Ans :

(July-18)

Need

- Human Resource Accounting is needed in the organization to measure the value of human resource and its contribution to the organization.
- Human resources are considered as the most important part of total capital which contributes towards the productivity and profitability of the organization. Determining its worth is very important.
- HRA is needed in organizations because no conventional methods of accounting can fully determine the value of human resources. Some organizations are making use of HRA to determine the worth of human capital. Few such companies include BPL limited, Balrampur chini mills, Infosys technologies.

Scope

HRA is the art of evaluating, recording and depicting the economic worth or value of human resources in the books of account.

The concept of HRA basically revolves around three important aspects as follows,

- Evaluating human resources
- Documenting the valuation of human resources in the accounts and
- Lastly, highlighting/presenting the information to the organization.

3.5.1 Lev and Schwartz

Q21. Discuss about the LEV and Schwartz model of HR accounting.

(OR)

Examine LEV and Schwartz model of HR Accounting.

Ans : (Imp.)

The Lev and Schwartz model states that the human resource of a company is the summation of value of all the Net present value (NPV) of expenditure on employees. The human capital embodied in a person of age is the present value of his earning from employment.

Under this model, the following steps are adopted to determine HR Value

- i) Classification of the entire labour force into certain homogeneous groups like skilled, unskilled, semiskilled etc. and in accordance with different classed and age wise. eg. In Infosys the classification is based on software professionals & support staff etc.
- ii) Construction of average earning stream for each group. eg. At Infosys Incremental earnings based on group/ age have been considered.
- iii) Discounting the average earnings at a predetermined rate in order to get present value of human resource's of each group.
- iv) Aggregation of the present value of different groups which represent the capitalized future earnings of the concern as a whole,

$$V_r = \frac{I(t)}{(1+r)^{t-r}}$$

Where,

V_r = The value of an Individual r years old

$I(t)$ = The individual's annual earnings up to retirement

t = Retirement age

r = A discount rate specific to the cost of capital to the company.

Critical Appraisal

1. It is essentially an input measure. It ignores the output i.e. productivity of employees.
2. Service state of each individual employee is not considered.
3. The training expenses incurred by the company on its employees are not considered.
4. The attrition rate in organization is also ignored.
5. Factors responsible for higher earning potentiality of each individual employees like seniority, bargaining capacity, skill, experience etc. which may cause differential salary structure are also ignore.

The conceptual thinking about valuation human resources is still in a developing stage. No model of HR accounting is accepted by the accounting bodies all over the world. However, still we find some application of Lev & Schwartz model is most public sector units and IT based sectors. In knowledge based sectors where human resources are considered to be the key elements for monitoring the business activities to attend their goals successfully, may not overlooked this side.

Hence, considering the great significance of HRA proper initiation should be taken by the government along with that other professional & accounting bodies both at the national & international levels for the measurement & reporting of such valuable assets.

3.5.2 Flamholtz and Hermanson's Models

Q22. Give the brief description of Flamholtz Model of HR Accounting.

Ans : (Aug.-21, Imp.)

According to this model, an individual's value to an organization is determined by the services he is expected to render to the organization during the period he is likely to remain with the organization in various position or service states. The present value of human resources may be derived by discounting the realizable value of expected future service at a specified rate. This model involves the following steps:

- Estimation of period for which an individual is expected to render service to the organization.
- Identification of various positions or services states that the employee might hold during his service with the organization. Estimation of probable period for which he is expected to hold each possible position or service state. Calculation of expected service to be derived from the individual by :

$$E(S) = \sum_{i=1}^n S_i P(S_i)$$

- Where S_i represents the quantity of services expected to be derived in each state and
- $p(S_i)$ is the probability that the same will be obtained. Determination of the monetary equivalent value of the expected future services by multiplying the quantity of services with price and calculation of the income expected to be derived from their use. Calculation of present value of expected future services at a pre-determined rate.

The Flamholtz model is an improvement over the Lev and schawartz model in the sense that it takes into consideration the possibility of an employee leaving the service as well as the possibilities of promotion of employees. However, the major drawback of this model is that it is very difficult to estimate the likely service states of each employee. The model also suffers from the fact that individuals working in a group have higher value for the organization as compared to the sum of their individual values.

Measures for Assessing Individual Value

A) Monetary Measures for assessing Individual Value

1. Flamholtz's model of determinants of Individual Value to Formal Organizations

According to Flamholtz, the value of an individual is the present worth of the services that he is likely to render to the organization in future. As an individual moves from one position to another, at the same level or at different levels, the

profile of the services provided by him is likely to change. The present cumulative value of all the possible services that may be rendered by him during his/her association with the organization is the value of the individual.

2. Flamholtz's Stochastic Rewards Valuation Model.

The movement or progress of people through organizational 'states' or a role is called a stochastic process. The Stochastic Rewards Model is a direct way of measuring a person's expected conditional value and expected realizable value. It is based on the assumption that an individual generates value as he occupies and moves along organizational roles, and renders service to the organization. It presupposes that a person will move from one state in the organization, to another, during a specified period of time.

B) Non-monetary methods for determining value

The non-monetary methods for assessing the economic value of human resources also measure the Human Resource but not in dollar or money terms. Rather they rely on various indices or ratings and rankings. These methods may be used as surrogates of monetary methods and also have a predictive value. The non-monetary methods may refer to a simple inventory of skills and capabilities of people within an organization or to the application of some behavioral measurement technique to assess the benefits gained from the Human resource of an organisation.

1. **Skills or capability inventory** is a simple listing of the education, knowledge, experience and skills of the firm's human resources.
2. **Performance evaluation measures** used in HRA include ratings, and rankings. Ratings reflect a person's performance in relation to a set of scales. They are scores assigned to characteristics possessed by the individual.

These characteristics include skills, judgment, knowledge, inter-personal skills, intelligence etc. Ranking is an ordinal form of rating in which the superiors rank their subordinates on one or more dimensions, mentioned above.

3. **Assessment of potential** determines a person's capacity for promotion and development. It usually employs a trait approach in which the traits essential for a position are identified. The extent to which the person possesses these traits is then assessed.
4. **Attitude measurements** are used to assess employees' attitudes towards their job, pay, working conditions, etc., in order to determine their job satisfaction and dissatisfaction.

Q23. Give the brief description of Hermanson's Model of HR Accounting.

Ans :

(Aug.-21, Imp.)

Hermanson (1964) proposed this method in his pioneering work at Michigan State University (USA). Hermanson suggested the discounting of wage payments to people as a measure of a person's value to an organization. However he suggests the adjustment of his discounted future wage stream by an efficiency factor. To calculate Efficiency Ratio, he makes use of weighted average of firm's net income during the past five years. The weights are assigned in a reverse order – highest to the current year, i.e., 5 and 1 to the preceding 4th year. The formula given ahead is used for calculating Efficiency Ratio.

$$ER = 5 \frac{RF(0)}{RE(0)} + 4 \frac{RF(1)}{RE(0)} + 3 \frac{RF(2)}{RE(0)} + 2 \frac{RF(3)}{RE(0)} + \frac{RF(4)}{RE(0)}$$

Where,

ER = Efficiency Ratio

RF(0) = The rate of accounting income on owned assets of the firm for the current year,

RE(0) = The average rate of accounting income on owned assets for all firms in the economy for the current year,

RF(4) = Rate of accounting income on owned assets for the firm for the fourth preceding year,

RE(4) = The average rate of accounting income on owned assets for all firms in the economy for the fourth preceding year.

If the ratio is more than one, then it indicates that the rate of return of an organization is higher than the average rate of return for all the firms in the economy.

3.6 HR AUDIT

Q24. Define HR Audit. Explain the objectives of HR Audit.

Ans :

Meaning

An audit is a review and verification of completed transactions to see whether they represent a true state of affairs of the business or not. Thus, an audit is an examination and verification of accounts and records. Human Resource (HR) audit refers to an examination and evaluation of policies, procedures and practices to determine the effectiveness and efficiency of HRM. In essence, HR audit refers to:

- (i) The measurement of the effectiveness of the human resource management's mission, objectives, strategies, policies, procedures, programmes and activities; and

- (ii) The determination of what should or should not be done in the future as a result of such measurement.

According to Gray, "the primary purpose of personnel audit is to know how the various units are functioning and how they have been able to meet the policies and guidelines which were agreed upon; and to assist the rest of the organisation by identifying the gap between objectives and results for the end-product of an evaluation should be to formulate plans for corrections or adjustments.

Objectives

- (a) To review the whole system of management programmes in which a management develops, allocates, and supervises human resources in an organisation with a view to determining the effectiveness of these programmes;
- (b) To seek explanations and information; that is, to get answers to such questions as: "Why did it happen?" and "What happened?"
- (c) To evaluate the extent to which line managers have implemented the policies which have already been initiated; and
- (d) To evaluate the personnel staff and employees.

Q25. Explain the need for HR Audit.

Ans :

Need for HR Audit

Though there is no legal obligation to audit the HR programmes and activities, organisations audit the HR programmes due to the following needs:

- (a) **The Number of Employees:** Very small units, because of the very small number of persons they employ, require comparatively little in the way of a formal audit.
- (b) **Organisational Structure:** Continuing feedback is facilitated if an organisation has a HR1 department.

- (c) **Communication and Feedback:** An effective two-way communications system often reduces the need for a formal audit.
- (d) **Location and Dispersion:** The need for a formal audit is directly related to the number of isolated plants.
- (e) **Status of an Industrial Relations Manager:** If the participant in top management plans, reports, discussions and decisions, the need for a formal audit may be less frequently felt.
- (f) **Administrative Style:** The greater the delegation of authority and decentralisation of power, the greater the value of a regular and formal audit.

Q26. Explain the various areas and levels of HR Audit.

Ans :

Areas of HR Audit

The areas of HR audit include:

- (i) Mission statement relating to human resource management.
- (ii) Objectives, goals and strategies of human resource management.
- (iii) Accomplishments of human resource management.
- (iv) Programmes of human resource management including the detailed practices and procedures.
- (v) Human resource management policies.
- (vi) Human resource management philosophy, its practices and values.
- (vii) Responses of employees, trade unions and government to the practices and achievements.
- (viii) Role of human resources in total quality management.
- (ix) Role of human resources management in achieving organisation's mission objectives, goals and strategies.

Human Resource Management Audit - Areas and Levels

Sl.No.	Major Areas	Level 1: Results	Level 2: Programmes and Procedures	Level 3: Policy
1.	Planning: Programming, forecasting, Scheduling to meet organisation and personnel needs.	Personnel shortages, over-supplies, overtime, etc.	5-years plans, cost-benefit budgets.	Explicit statements of intentions to provide inclusive plans for present and future manpower.
2.	Staffing and Development: Defined requirements and careers, sources, recruitment, selection, training and promotions.	Recruitment times, costs: training times, cost: labour turnover.	In-house and out-house training programme, guidance in careers.	Let-cream rise: non-discrimination
3.	Organising: Maintaining structures for co-ordinating, communicating, collaborating.	Feedback, reader interest, extent of formal organisation reports, records.	Job definitions for individuals, department, crews, task forces, house organs.	Encourage flexibility, reduce resistance to change, effective three-way communication.
4.	Commitment: Individual and group motivation, interest, effort, contribution.	Productivity, performance norms, comparative costs.	Job enlargement, wage and salary administration, morale survey, exit interviews, fringe benefits.	Gain high personal identification, insure "wholeman" satisfaction.
5.	Administration: Style of leadership and delegation, supervision and negotiation.	Suggestions, promotions, grievance, discipline, union management relations, co-operation.	Consultative supervision, collective bargaining, union management committees.	Style adapted to changing expectations, participative involvement collective bargaining.
6.	Research and Innovation: Experiments and theory-testing in all areas.	Changes, experiments, reports, publications.	R & D approach in all areas, suggestion plans.	Test old and new theories, encourage activity in Management.

3.6.1 Philips RoI Model

Q27. Explain about Philips RoI model.

Ans :

Phillips ROI Model builds on the Kirkpatrick Model, which is one of the most commonly used models to evaluate training programs. It classifies data from different types employee training programs to measure:

- the reaction of participants
- the actual learning of participants
- the behavior change from these learning
- the final result

But organizations that spend millions – or potentially billions – of dollars on training programs want more than results. To sanction large budgets, they need to see the monetary actual value of these programs – their return on investment (ROI).

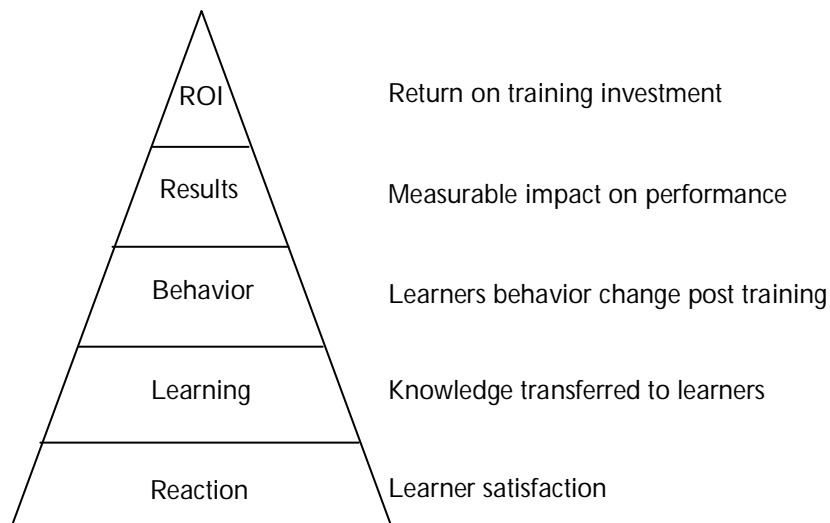


Fig.: Phillips ROI Methodology

The Phillips ROI Model makes the monetary benefit clear for organizations by adding a fifth layer to calculate the ROI of each program. This additional level compares learning business impact outcomes to total training costs.

The Phillips Methodology isolates the effects of the program from other influencing factors at all levels of the training program's evaluation. This filtered data empowers L&D teams to derive accurate net monetary benefits from the various training program.

The Five Levels of the Phillips ROI Framework

The Kirkpatrick Model was the de-facto model of training evaluation in the 1970s and 1980s. With his book on training evaluation, Jack Phillips expanded on its shortcomings to include considerations for return on investment (ROI) of training programs.

As discussed earlier, Phillips' expanded approach of the Kirkpatrick Model to build the Phillips ROI Model. The ROI model of training evaluation that Jack Phillips proposed includes 5 steps:

1. Reaction
2. Learning
3. Application and Implementation
4. Impact
5. Return on Investment

Level 1 – Reaction

At the first level in the Phillips ROI methodology, training managers use short surveys to gather data about participants' reactions to their training. This step is not too different from the Kirkpatrick Model, but the data gathered here doesn't offer too many direct benefits to the organization. Positive data on this level is an indicator of how cohesive is your L & D strategy is.

Level 2 – Learning

In this step, participants complete a multiple-choice questions (MCQs) survey or quizzes both before and after the training. Training managers interpret the responses to determine how much knowledge they've acquired. Once again, the Kirkpatrick Model evaluates learning the same way.

Level 3 – Application & Implementation

Unlike the Kirkpatrick Model, the Phillips Model doesn't only collect data to find if the training worked or not. The new ROI-based model also evaluates the WHY behind the success/failure of the training.

When a program fails, the Kirkpatrick model data doesn't tell organizations what went wrong, why it happened, and where it occurred. However, the Phillips Model adds qualitative feedback to the data process to help organizations improve their training programs. Training evaluation teams can thus understand what specific changes to the program will improve its output.

Level 4 – Impact

On level 4 of the Kirkpatrick Model, only the business results and impact is measured. The Phillips ROI model expands the focus of level 4 from unilateral results to multi-dimensional impact. The new model lets you analyze the impact of training content and other factors that contribute to participants' final performance.

In the programming language training example above, the Phillips ROI model could analyze the impact of YouTube creators or other programming trainers on participants. Companies also use innovative techniques to measure training impact.

Level 5 – Return on Investment (ROI)

On the fifth level, the Phillips model uses cost-benefit analysis to map impact data to tangible monetary benefits and a set of intangible benefits. Training managers can use this data to measure and communicate the benefits of their program to other departments in the company and provide hard evidence to executives on the value of their training programs.

3.7 CAREER PLANNING MODEL

Q28. Define Career Planning. What are the characteristics of Career Planning?

Ans :

(June-18)

Meaning

Career Planning is the systematic process by which one selects career goals and the path to these goals. From the organization's viewpoint, it means helping the employees to plan their career in terms of their capacities within the context of organization's needs. It involves designing an organizational system of career movement and growth opportunities for employees from the employment stage to the retirement stage. Individuals who can fill planned future positions are identified and prepared to take up these positions. It is a managerial technique for mapping out the entire career of young employees. It requires discovery, development, planned employment and re-employment of talents.

Career planning is the deliberate process through which a person becomes aware of personal skills, interests, knowledge, motivations, characteristics, career-related attributes, and the lifelong series of stages that contribute to his or her career fulfillment.

Definitions

- i) **According to Edwin B. Flippo**, "A career as a sequence of separate but related work activities that provide continuity, order and meaning in a person's life".
- ii) **According to Douglas T. Hall**, "An individually perceived sequence of attitudes and behaviors associated with work related experiences and activities over the span of the person's life".

- iii) **According to Schermerhorn, Hunt and Osborn**, "Career planning is a process of systematically matching career goals and individual capabilities with opportunities for their fulfillment".
- iv) **According to Schwind, Das and Wagar**, "Career planning is the process of enhancing an employee's future value".

Characteristics

The main characteristics of career planning are:

1. Participative Process

Career planning is a participative process and under it, job assignments are based on merit alone. This helps to improve employee morale and productivity.

2. Involve Survey of Employee's Abilities and Attitudes

Career planning involves a survey of employee's abilities and attitudes. It becomes possible, therefore, to group together people talking on a similar wavelength and place them under supervisors who are responsive to that wavelength. This results in more homogenous or cohesive work teams. The organization can identify the employee who can be promoted from within.

3. Developmental Process

Career planning is a process of developing human resources rather than an event. It is not an end in Useful but a means of managing people to obtain optimum results.

4. Continuous Process

Career planning is a continuous process due to an ever changing environment.

5. Pervasive Process

Basically, career planning is an individual's responsibility. But it is the responsibility of an organization to provide guidance and counseling to its employees in planning their careers and in developing and utilizing their knowledge and skills. Goals of employees should be integrated with the organizational goals.

Q29. Explain the objectives of career planning.

Ans :

Career planning seeks to achieve the following aims:

1. To Attract and Retain the Right Type of Persons

Career planning helps to retain hard-working and talented employees. Workforce becomes more stable due to low employee turnover. The very fact that the organization provides opportunity for promotion and career progress increases the loyalty of employees. This helps to reduce the cost of hiring new people. Moreover, a unique corporate culture can develop and thrive, when people grow inside the organization.

2. To Develop an Awareness of Each Employee's Uniqueness

Career planning maps out careers of employees suitable to their ability, and their willingness to be trained and developed for higher positions.

3. To Provide Guidance and Encourage Employees

Career planning provides guidance and encourages employees to fulfill their potentials. It also identifies personal interests, abilities, strengths and weaknesses and how they relate to careers.

4. To Anticipate Future Vacancies

Career planning anticipates the future vacancies that may arise due to retirement, resignation, death, etc., at managerial level. Therefore, it provides a fairly reliable guide for manpower forecasting. A forward career plan helps to avoid dislocation in managerial positions.

5. To Facilitate Expansion and Growth of Enterprise

Career planning facilitates expansion and growth of the enterprise. The employees, required to fill job vacancies in future, can be

identified and developed in time. Through systematic career planning, jobs enlargement can be introduced to meet future needs arising from job design and technological changes. It also helps to achieve higher productivity and organizational development.

6. To Utilize Managerial Talent Available at all Levels within the Organization

Career planning ensures better use of human resources through more satisfied and productive employees. It also ensures that promising persons get experiences that will equip them to reach responsibility for which they are able.

7. To Integrate Individual and Organizational Needs

The basic aim of career planning is integration of individual and organizational needs. Career Planning identifies positive characteristics about employees, which can be harnessed for organizational development. It helps in understanding of the relationship between personality and occupational/professional goals and how they can be aligned to organizational mission and objectives.

9. To Improve Employee Morale and Motivation

Career planning improves employee morale and motivation by matching skills to job requirements and by providing opportunities for promotion.

Q30. Outline the process of career planning.

(OR)

Describe the various stages of career planning.

Ans :

(June-19)

Career planning is not an event or an end in itself but is a process of human resource development. Being a process, career planning involves certain steps as shown in figure :

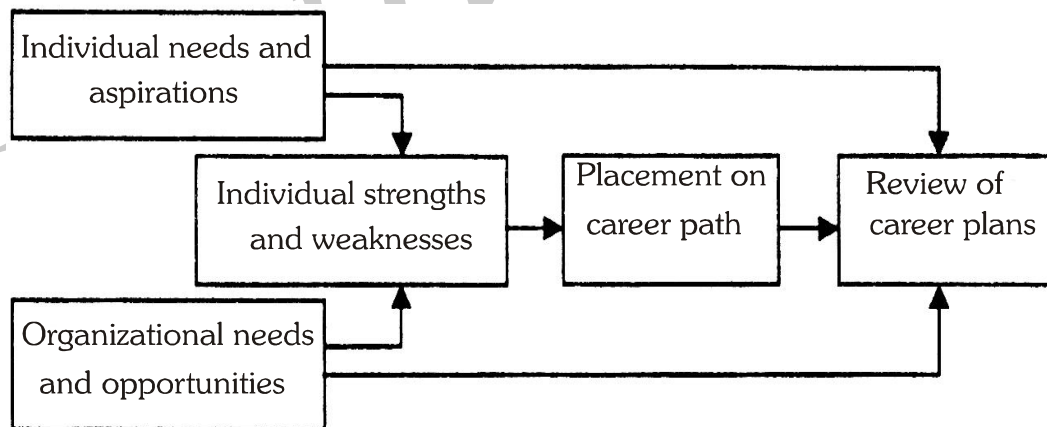


Fig.: Career Planning Process

From it can be seen that career planning process involves the following steps :

1. Identification of individual needs and aspirations.
2. Identification of organizational needs and opportunities.
3. Assessment of individual strengths and weaknesses.
4. Placement on career path.
5. Review of career plans.

Let us see what functions are involved in each of these steps:

1. Identification of Individual Needs and Aspirations

When an individual joins an organization as an employee, he does it to satisfy his own needs and fulfill his aspirations. From the individual side, generally, personalizing process works with a much greater force. The personalizing process is defined as the process through which an individual actualizes himself by making the organization as its agent. By actualizing, here, means fulfilling the goals life, that is, fulfilling needs and aspirations which may be expressed in many forms, such as earning more money, achieving status viewed highly by the society, challenging jobs, higher responsibility, career progression, and so on. Career planning meant for an individual should aim at providing such a satisfaction. Therefore, identification of these needs and aspirations may be taken as a starting point from the view of an individual.

2. Identification of Organizational Needs and Opportunities

When individuals emphasize personalizing process, an organization emphasizes socializing process. Socializing process is that by which an organization makes individuals agents for achieving its own objectives. Thus, while going through career planning process, the organization is concerned with own needs and the opportunities that it can provide to individual employees.

If an organization prepares its long-term human resource plan, it will come to know what kind of opportunities it can provide to employees. Therefore, the organization may not be in a position to provide career desired and demanded by every individual in the organization. This phenomenon may be delirious to both the organization and individuals. However, much impact of this phenomenon can be overcome at the stage of employee recruitment and selection where emphasis can be placed on matching

between individual needs and aspirations and organizational needs and opportunities. The nature of organizational jobs are changing fast in which people have to match jobs with their multi-skilling rather than matching jobs with individuals.

3. Assessment of Individual Strengths and Weaknesses

Before finalizing career plan for an individual and placing him on career path, it is necessary to assess his strengths and weaknesses. Every individual has certain strengths and weaknesses. Strength is a feature of an individual that helps him in achieving his life's goals (in the context of work-life, career goals). A weakness is a feature that produces hindrance in achieving life's goals. A paradox with the most people is that their own aspirations do not match with their own strengths; often aspirations are over-emphasized in relation to strengths. Therefore, there is a need for objective assessment of individual strengths and weaknesses in the light of organizational needs and opportunities. While assessing strengths, it should be borne in mind that strengths are not fixed features but go on changing over the period of time because of continuous learning. Therefore, strengths should be assessed both in terms of present and potential.

4. Placement on Career Path

The next step of career planning process is to place an individual on a chosen career path. A career path is the logical possible sequence of positions that could be held by an individual based on how he performs in the organization.

Career path consists of two elements line and ladder. Line is the field of specialty in which an individual is placed like production, marketing, finance, human resource, etc. Within each line, there are various positions arranged in hierarchical order. Placing an individual on a career path indicates how the individual will progress to those positions. This placing is essentially determined by the

alignment of individual needs, his strengths and weaknesses, and organizational opportunities. Thus, a career plan emerges for each employee of the organization.

5. Review of Career Plans

Career plans, emerging out of career planning exercise, have long-term orientation. A career plan is developed based on assumptions about how the environment relevant to human resource management will behave in future. However, whatever the techniques for forecasting HRM environment are used, such a forecast may not always match with the actual environmental happenings. With the result, the career plans may be disturbed. Therefore, there must be in-built system of reviewing the career plans periodically in the career planning itself. A periodic review of career plans is necessary to know whether the career plans are contributing to the effective utilization of human resources by matching employee needs and job needs.

Q31. "Career planning is more an individual function than corporate function". Discuss.

Ans : (July-18)

Career planning is considered to be an individual function rather than organizational function, because it has more to do with the individual than the organization. Many people are forced to shift their careers with changing organizational needs. Hence there is much emphasis on individual needs instead of organizational needs during career planning. Individual-centered career planning emphasizes on responsibility of individual towards their career development. Career planning facilitates individuals with many benefits such as,

1. It satisfies the esteem needs of individuals.
2. It provides knowledge relating to various career opportunities, priorities to the individual etc.
3. It helps employees to choose a career which is appropriate for his life style, family environment, interest, preference etc.
4. It highlights employees who are eligible for future promotion.

5. It encourages employees through promotions, upgradation and transfers which ultimately enhances their morale and job satisfaction.
6. It develops a feeling of loyalty and belongingness among employees which in turn gives job satisfaction.
7. It reduces employee turnover as employees wait for their promotion and they don't have to move to another organization.
8. It enhances performance of employees by identifying their potential abilities.

Q32. What are the benefits of career planning.

Ans :

1) Career Planning Benefits to Employees

A properly designed and implemented system of career planning can provide the following benefits to employees:

i) Explicit Career Path

Career planning helps an employee to know the career opportunities available in an organization. A person comes to know in advance the level to which he can rise and the potential and aptitude he has. This knowledge enables the employee to select the career most suitable to his potential and aptitude. It also encourages him to avail the training and development facilities in the organization so as to improve his ability to handle new and higher assignments.

ii) Focused Self-Development

Contrary to popular belief that an organization develops its employees, the fact is that employees develop themselves more through self-development methods. Once an individual is clear about his career path, he can make concerted efforts to develop himself by using a variety of methods. This self-development, based on explicit career path, takes the individual to a much greater height than what could have been possible otherwise.

iii) Increased Productivity

Career unrest, particularly in the form of career content unrest, that is, dissatisfaction with work content of the chosen career is a major source of decreased productivity. On the other hand, positive work content of the chosen career is a major source of increased productivity' because work content is an intrinsic factor, and an intrinsic factor is valued more by people than an extrinsic factor. They derive meaning out of what they do. On accomplishing the work, people develop a feeling that they have achieved something meaningful for themselves, organization, and society. This feeling leads to higher motivation to work, increased potential for self-development, and ultimately increased productivity. Through proper career planning, an individual can ensure a work content that he likes.

2) Career Planning Benefits to Organization**i) Assured Availability of Talent**

Successful organizations put emphasis on growing new managers internally by promotion from within. For, growing managers internally, it is essential that there is a well-worked out career path for every manager and every manager is developed to proceed effectively on this career path. From this point of view, organization-wide career planning becomes a pre-requisite. Changing human resource requirements over the intermediate and long term should be identified when the organization sets its long-term goals. Working with individual employees to help them align the needs and aspirations with those of the organization increases the probability that the right people will be available to meet the organization's changing human resource requirements.

ii) Attracting and Retaining Talent:

Talented people are always scarce and they can be attracted and retained in the organization only when the organization ensures them a bright future. This can be done, to a very great extent, by effective career planning. An organization with well-designed career plans has a better image in the job market. Therefore, it can attract competent employees. The new entrant understands that he is entering a career-not a job in an organization that cares for his talents and aspirations. As more individuals seek jobs that offer challenge, responsibility, and opportunity for advancement, effective career planning becomes increasingly necessary. Not only career planning helps in attracting talented people, it helps in retaining these people by matching personal and work requirements.

iii) Promoting Organizational Image:

Every year, some kind of survey is conducted by professional associations to identify the best employer in a country or in a geographical region. In this survey, high weightage is given to "matching individual and job requirements". The phenomenon of matching individual and job requirements emerges out of effective career planning. In fact, employees are one of the best media to project the image of an organization. If their career is planned well, they will project good image of the organization. In alternative case, a bad image is created.

iv) Protecting Interests of Special Groups of Employees:

An organization, being a social entity, is responsible for the society at large. Therefore, it has to take care of those social groups which are in disadvantageous position like women, weaker section of the society, physically handicapped, ex-service men, and so on. There is a social necessity to bring these groups at par with others. From the organizational side, this can start at human resource planning followed by career planning and development.

3.8 EMPLOYEE DEVELOPMENT & TRANSITION

Q33. What is employee transition?

Ans :

Meaning

Employee Transition is an employee's movement from current position to a new one with the right to have the same or alike pay range, the same level of tasks, and comparable job responsibilities and duties. It involves an alteration in employment with unchanged level of job hierarchy requiring similar skills, knowledge and expertise from the transitioning worker. Because employee transition involves unchanged level of job hierarchy it is often regarded as a method of horizontal re-assignment of employee jobs.

Reasons

There are several major reasons for transitioning workers to new jobs. These reasons are:

- Job re-allocation (when there's a need for achieving work improvements through altering employees with similar jobs and duties between their positions).
- Sharing experience and knowledge (when two or more organizations agree on exchanging their workers for the purpose of employee training and experience exchange).
- Reduction in workforce (when an organization suffers from a reduced number of workers available so the management team decides to reassign jobs and transition available employees to the most critical jobs).

In contrast to employee transfer, employee transition does not require a worker to have better faculties and competences to do a new job because the worker does not move vertically but just takes similar responsibilities and duties as compared to the previous position. Employee transfer often entails an increase in the pay range and career advancement as well as more complex duties and responsibilities. Meanwhile, employee transition never causes changes in income level and alteration in job responsibilities.

Q34. Explain about employee development.

Ans :

Meaning

Employee development is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual. It is of utmost importance for employees to keep themselves abreast with the latest developments in the industry to survive the fierce competition. Believe me, if you are not aware of what is happening around you, even before you realize you would be out of the game. As they say there is really no age limit for education. Upgrading knowledge is essential to live with the changes of time. Employee development goes a long way in training, sharpening the skills of an employee and upgrading his/her existing knowledge and abilities. In a layman's language, employee development helps in developing and nurturing employees for them to become reliable resources and eventually benefit the organization. Employees also develop a sense of attachment towards the organization as a result of employee development activities.

Organizations must encourage their employees to participate in employee development activities. Employees also must take skill enhancement or employee development activities seriously.

Examples of Employee Development Activities

i) Professional Growth

Employee development activities must be defined keeping in mind an employee's current stage and desired stage. Knowing an employee's current and desired stage helps you find the gaps and in which all genres he/she needs to be trained on. Human resource professionals must encourage employees to participate in internal or external trainings, get enrolled in online courses to increase their professional knowledge and contribute effectively.

ii) Personal Growth

Employees start taking their work as a burden only when an organization does not provide any added benefits or advantages which would help in their personal growth.

Soft skills classes, fitness sessions, loans with lower interest rates are certain initiatives which not only motivate an employee to do quality work but also help in employee development.

Employee development not only helps in enhancing knowledge of employees but also increases the productivity of organizations. Employees, as a result of employee development activities are better trained and equipped and work harder to yield higher profits.

Q35. Explain the importance of employee development.

Ans :

- Employee development is important for employees to enhance their skills and upgrade their existing knowledge in order to perform better. Employee development activities and trainings make an employee aware of the latest developments and what is happening around him?
- Employee development is important not only for professional but also personal growth of employees. Employee development activities prepare individuals for adverse conditions and unforeseen situations.
- Every employee likes to acquire new skills and learnings while at job. A sense of pride develops when they feel that their organization is investing time and resources to train them. Employee development is essential for extracting the best out of employees.
- In-house and outsourced trainings, conferences, seminars, WebEx sessions make employees better and reliable resources. Make them feel that the responsibility of the organization lies in their shoulders only. Trainings indeed help an employee to perform his/her level best, eventually benefitting the organization and yielding higher profits.
- Employee development creates a learning culture in the organization where every employee is motivated to learn new skills and acquire new learnings.

- Employee development helps an employee to do a self analysis of himself/herself.
- Employee development activities and trainings help the employees to overcome the gap between their current stage and where they would like to see themselves five years down the line. Employee development activities not only prepare an individual for present but also for the future.
- Training is important as it makes an employee self dependent and capable of facing even the worst circumstances with a smile.
- Organizations who train their employees from time to time do not face the problem of employee attrition. Employees hardly leave such organizations where they are being trained along with their routine jobs.
- Employee development also goes a long way in strengthening the relationship among employees. Individuals as a result of various trainings, open house sessions, forums tend to interact with each other more and thus come closer. They do not hesitate to share knowledge, pass on relevant information and even train fellow workers.

**3.9 MANAGEMENT DEVELOPMENT
PROGRAM (MDP)**

Q36. Define management development. Explain the need for management development.

Ans :

Definition

- i) **According to Koontz and Donnell**, "Manager Development concerns the means by which a person cultivates those skills which application will improve the efficiency and effectiveness with which the anticipated results of a particular organizational segment are achieved".
- ii) **According to Flipppo**, "Management development includes the processes by which managers and executives acquire not only skills and competency in their present jobs but also capacities for future managerial tasks".

iii) **According to Dale S. Beach**, "Management development is a systematic process of training and growth by which individuals gain and apply knowledge, skills, insights and attitudes to manage orientation effectively".

A formal definition of training and development is "it is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge." The need for training and development is determined by the employee's performance deficiency, computed as follows :

Training and development need = Standard performance - Actual performance

Training and development programs are necessary in any organization for improving the quality of work of the employees at all levels, particularly in a world of fast changing technology, changing values, and environment.

The purpose of both is similar. The main difference between the two is in respect to the levels of employee for whom these are meant, and the contents and techniques employed.

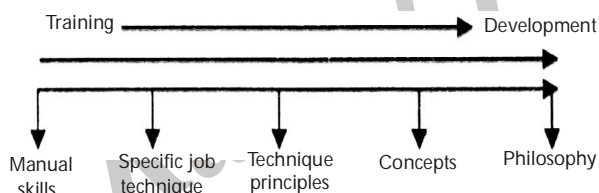


Fig: Training-Development Continuum

Need for Management Development

A business organization has to develop the potential if all those who are in management positions or who are fresh from management institutions and have the potential for development, this development is necessary because of the following reasons:

- 1) Society is facing a rapid rate of technological and social change. Management personnel need to be developed as they have to tackle problems arising out of introduction of automation, intense market competition, growth of new markets, enlarged labor participation in management and greater

interest being taken by the public and the government in various activities of business.

- 2) Business and industrial leaders are increasingly recognizing their social and public responsibilities which call for a much broader outlook on the part of management.
- 3) Management has to be developed for handling problems arising out of increasing size and complexity of the organizations.
- 4) Management labor relations are becoming increasingly complex.
- 5) To understand and adjust to changes in socio-economic forces, including changes in public policy and concepts of social justice, industrial democracy, problems of ecology (smog or pollution), ekistics (the problem of human settlements), ergonomics (the problem of working environment) and cultural anthropology (the problem of fitting machines to men).

Q37. Explain the process of Management Development.

Ans :

The following are the steps or ingredients of management development programme,

1. Examining the present and developmental needs of an organization.
2. Evaluating the talent of existing management.
3. Inventory of management manpower.
4. Planning of individual development programme.
5. Creation of development programme and
6. Evaluation of the programme.

1. Examining the present and future developmental needs of an organization

In this step, the decision to introduce a management development programme is taken. After taking this decision, the present as well as the future developmental needs of an organization must be analyzed. The firm must have the knowledge about the number and the type of managers needed for fulfilling

such requirements. The organizational structure must be analyzed by considering the future organizational plans as it helps in determining what the organization needs with regard to its functions, departments and executive positions. After gathering this information, job descriptions and specifications for all the management positions can be prepared. This in turn helps in providing the information about the type of education, experience training, special knowledge, skills and personal traits needed for performing different tasks. Once, job specifications, job descriptions are made, top management must formulate a policy by comparing the existing talents with those that have been developed through training programmes. This policy helps the firm whether to recruit the employee from external sources or from internal sources.

2. Evaluating the Talent of Existing Management

For comparing the present talent with the projected required talent, a qualitative assessment of the present management talent must be done. This helps in estimating the areas where the potential development is required and they must be added to the programme for making comparison with the projected talent.

3. Inventory of the Management Manpower

The inventory of management manpower helps in providing a detailed information about all executives present at different managerial levels. It includes preparation of a card consisting of the details of an executive such as name age, length of service, education, work experience, training courses completed, health record, performance appraisal data etc.,. Based on the information provided by such cards, the individuals are selected for the management development programme. The analysis of such information helps in identifying the strengths and weakness of different managerial functions with respect to the future organizational needs.

4. Planning of Individual Development programme

The results of performance appraisal help the executives to identify the strengths and weakness of their subordinates and in turn an executive plans for the individual development programmes. As different individuals are characterized by different physical, intellectual and emotional attributes, a separate developmental plan must be developed for each individual.

5. Creation of Developmental Programmes

HR department is responsible for providing effective developmental opportunities to its employees. It recognizes the present level of skills, knowledge etc., of different executives and compares them with their respective job requirements. It determines the developmental needs and on that basis, it creates specific development programmes such as leadership courses, management games and sensitivity training. Due to the emergence of rapid changes and developments in management framework, the HR department should suggest some individual and executive development programmes.

6. Evaluation of the Programme

As the organization spends high amount of money, time and efforts for conducting management development programmes, it is very essential to evaluate the programme. When the objectives of the programme are attained, then the programme is regarded as a "successful programme," However, it is very difficult to measure the changes or impact of programme on the objectives as the impact of some programmes can be noted only in the long run, whereas the impact of some other programmes can be noted in the short run.

All such programmes can be evaluated against the specific developmental needs for whose attainment they are established.

Q38. What are the essential ingredients of the MDP?

Ans :

The essential ingredients of the management development programme can be explained through the steps of management development process.

The important steps or ingredients of a management development programmes are:

- i) **Analysis of Organisational Present and Developmental Needs:** The decision nch a management development programme having been made, the next thing to do is the close and critical examination of organisational present and future developmental needs. We should know how many and what type of managers are required to meet the present and future needs. An examination of the organisational structure in the light of the future plans of the organisation should help one know what the organisation requires in terms of functions, departments and executive positions.

Having got the above the information it is easy to prepare the descriptions and specifications for all management positions which in turn, gives us the information as to the kind of education, experience, training, special knowledge, skills and personal traits required for each job.

A comparison of the existing talents plus those that can be developed from within those required to meet the projected needs will help the top management make a policy decision aas to whether it wishes to fill those positions from within the organisation or from outside sources.

- (ii) **Appraisal of Present Management Talent:** In order to make the above suggested comparison, a qualitative assessment of the existing management talent should be made and an estimate of their potential for development should be added to that. Only then can it be compared with the projected required talent.

- (iii) **Inventory of Management Manpower:** This is prepared to have a complete information about each executive in each position. For each member of the management team, a card is prepared listing such data as name, age, length of service, education, work experience, training courses completed, health record, psychological est results and performance appraisal data etc. The selection of the individuals for the management development programme is made on the basis of the kind of background they possess. The management may set certain standards in terms of each of the above actors mentioned on the cards to qualify for the management development programme.

Such information when analysed discloses the strengths as well as the deficiencies of managers in certain functions relative to the future needs of the organisation.

- (iv) **Planning of Individual Development Programmes:** Guided by the results of he performance appraisal which indicate the strengths and weaknesses of each of his s ubordinates the executive performs this activity of planning of individual development programmes. "Each of us has a unique set of physical, intellectual, emotional characteristics. Therefore, a development plan should be tailor-made for each individual.

- (v) **Establishment of Development Progra-mmes:** It is the duty of the HR department to establish the well-conceived development opportunities.

The HR department has to identify the existing level of skills, knowledge etc., of various executives and compares them with their respective job requirements. Thus, it identifies developmental needs

and will establish specific development programmes like leadership courses, Management games, Sensitivity training. The department may not be in a position to organise development programmes for executives at the top level as could be organised by reputed institutes of management. In such situations, top management deputed certain individuals to the executive development programmes organised by the reputed institutes.

Further the HR department must go on recommending specific individual and executive development programmes based on the latest changes and developments in management education.

- (vi) **Programme Evaluation:** Since management development programme involves huge expenditure in the form of money, time and effort, the top management of any organisation, naturally wishes to know whether it has got back worth the amount it has spent. All efforts made in the direction of finding out its worth, together may be called programme evaluation.

If the objectives of the programme have been accomplished, the programme can be said to be a success. But it is difficult to measure the changes or effects against objectives.

Rahul Publications

Short Question and Answers

1. Define Career Planning.

Ans :

Meaning

Career Planning is the systematic process by which one selects career goals and the path to these goals. From the organization's viewpoint, it means helping the employees to plan their career in terms of their capacities within the context of organization's needs. It involves designing an organizational system of career movement and growth opportunities for employees from the employment stage to the retirement stage. Individuals who can fill planned future positions are identified and prepared to take up these positions. It is a managerial technique for mapping out the entire career of young employees. It requires discovery, development, planned employment and re-employment of talents.

Career planning is the deliberate process through which a person becomes aware of personal skills, interests, knowledge, motivations, characteristics, career-related attributes, and the lifelong series of stages that contribute to his or her career fulfillment.

Definitions

- i) **According to Edwin B. Flippo, "A** career as a sequence of separate but related work activities that provide continuity, order and meaning in a person's life".
- ii) **According to Douglas T. Hall, "An** individually perceived sequence of attitudes and behaviors associated with work related experiences and activities over the span of the person's life".
- iii) **According to Schermerhorn, Hunt and Osborn, "Career** planning is a process of systematically matching career goals and individual capabilities with opportunities for their fulfillment".
- iv) **According to Schwind, Das and Wagar, "Career** planning is the process of enhancing an employee's future value".

2. What is employee transition?

Ans :

Employee Transition is an employee's movement from current position to a new one with the right to have the same or alike pay range, the same level of tasks, and comparable job responsibilities and duties. It involves an alteration in employment with unchanged level of job hierarchy requiring similar skills, knowledge and expertise from the transitioning worker. Because employee transition involves unchanged level of job hierarchy it is often regarded as a method of horizontal reassignment of employee jobs.

3. HR Accounting

Ans :

Human resources accounting (HRA) is an information system that tells the management what changes have been occurring in the HR department of the business over a period of time. HRA also involves accounting for investment in people, their replacement costs, and the economic value of people in an organisation.

Definitions

- i) **According to American Accounting Association's committee -"HRA** is the process of identifying and measuring data about human resources and communicating this information to interested parties".
- ii) **According to Stephen knauf** defined HRA as "The measurement and quantification of human organizational inputs such as recruiting, training, experience and commitment."
- iii) **According to Eric. G flamholtz HRA** represents-"Accounting for people as an organizational resource. It is the measurement of the cost and value of people for the organization".

4. Human Resource Development.*Ans :***Meaning**

Human Resource Development (HRD) is the framework, for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development.

The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in sendee to customers.

Human Resource Development can be formal such as in classroom training, a college course, or an organizational planned change effort. Or. Human Resource Development can be informal as in employee coaching by a manager. Healthy organizations believe in Human Resource Development and cover all of these bases.

Defintions

HRD (Human Resource Development) has been defined by various scholars in various ways. Some of the important definitions of HRD (Human Resource Development) are as follows:

- i) **According to Leonard Nadler**, "Human resource development is a series of organized activities, conducted within a specialized time and designed to produce behavioural changes."
- ii) **In the words of Prof. T.V. Rao**, "HRD is a process by which the employees of an organization are helped in a continuous and planned way to:
 - Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles:

- Develop their journal capabilities as individual and discover and exploit their own inner potential for their own and/or organizational development purposes:
- Develop an organizational culture in which superior-subordinate relationship, team work and collaboration among sub-units are strong and contribute to the professional well being, motivation and pride of employees."

5. Define management development.*Ans :*

- i) **According to Koontz and Donnell**, "Manager Development concerns the means by which a person cultivates those skills which application will improve the efficiency and effectiveness with which the anticipated results of a particular organizational segment are achieved".
- ii) **According to Flipppo**, "Management development includes the processes by which managers and executives acquire not only skills and competency in their present jobs but also capacities for future managerial tasks".
- iii) **According to Dale S. Beach**, "Management development is a systematic process of training and growth by which individuals gain and apply knowledge, skills, insights and attitudes to manage orientation effectively".

A formal definition of training and development is "it is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge.

6. Training*Ans :*

Training is the important subsystem of human resource development. Training is specialized function and is one of the fundamental operative functions of human resource management.

Training is a short-term process utilizing a systematic and organized procedure by which non-

managerial personnel acquire technical knowledge and skills for a definite purpose. It refers to instruction in technical and mechanical operations, like operation of some machine. It is designed primarily for non-managers, it is for a short duration and it is for a specific job-related purpose.

Definitions

- i) **According to Dale S Beach**, "Training is the organized procedure by which people learn knowledge and for skill for a definite purpose".
- ii) **According to Planting, Cord and Efferson**, "Training is the continuous, systematic development among all levels of employees of that knowledge and their skills and attitude which contribute to their welfare and that of the company".
- iii) **According to Edwin B. Flippo**, "Training is the organized procedure by which learn knowledge and skill of an employee for doing a particular job".
- iv) **According to Chowdhry D.P.**, "Training is a process which enables the trainees to achieve the goals and objectives of their organizations".
- v) **In other words**, training improves changes, moulds the employees knowledge, skill, behavior, aptitude, and towards the requirements of the job and organization. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization, to acquire and apply the knowledge, skills, abilities and attitudes needed by a particular job and organization.

7. What are the objectives of training ?

Ans :

The objectives of employee training includes,

- i) To develop the potential employees (both old and new), so as to fulfill the present and future requirements of the organization.
- ii) To make the new recruits to learn basic Knowledge, Skills and Abilities (KSA) of the job that has to be performed by them.
- iii) To prepare the experienced employees to take up more complex and the challenging tasks.
- iv) To ensure that the organization has a workforce consisting of competent and knowledgeable employees who possess the required skills to lead the organization. Such employees are made to acquire responsible positions in an organization.
- v) To sharpen the skills and to broaden the area of functioning of middle level and senior level managers by providing them with different tasks so that they can become specialists.
- vi) To enable employees to become better performers by making them aware about the best techniques, innovative technologies, best practices for performing their tasks efficiently.
- vii) To make arrangements for the employees to overcome their deficiencies, thus ensuring the smooth and efficient working environment.
- viii) To promote a sense of responsibility, co-operation and good relationships among its employees.

8. What is off-the-job training.*Ans :*

Off the job training is the training method where in the workers/employees learn the job role away from the actual work floor. In other words training which is carried out away from your normal place of work. Off-the-job training comprises of a place specifically allotted for the training purpose which may be near the actual work place, where the workers are required to learn the skills and get well equipped with the tools and techniques that are to be used at the actual work floor.

9. Action Learning*Ans :*

Action learning is a style of learning in which individuals control their own learning experience, unlike traditional education methods that rely on the development of content by training organizations and delivery by teachers/instructors.

Action learning (also known as personal learning) is rapidly gaining popularity among individuals regardless of their stakeholder status such as employees, customers, associates and students. And, with good reason. People now have the ability to assert control over their own learning experiences, and they are doing so in ever greater numbers. That is why action learning is generally regarded by training organizations as more than a mere trend; it is considered a profound and permanent sea change in learning.

The stimulus, clearly, is the development of Internet-based technologies like the search engine. For millions of people, exploring the Internet has become the principal fact-finding method for resolving informational challenges large and small. This capability, combined with equally convenient social media tools, has made the Internet the first option for individuals who seek greater responsibility for their own learning experience.

10. What is On-the-job Training.*Ans :*

On the job training, also known as OJT, is an important topic of human resource management. It is used to develop the career of the individual as well as the prosperous growth of the organization.

On the job training is a form of training offered at the workplace. As part of the training, employees are made familiar with the working environment they will become part of. Employees also get hands-on experience with using equipment, tools, machinery, materials, etc. Part of the training is to face the challenges that might occur as a part of the performance of the job.

11. Job Rotation*Ans :*

Job rotation refers to moving employees from job to job to add variety and reduce boredom by allowing them to perform a variety of tasks. When an activity is no longer challenging, the employee would be moved to another job at the same level that has similar skill requirements. It reduces boredom

and disinterest through diversifying the employee's activities. Employees with a wider range of skills give the management more flexibility in scheduling work, adapting to changes and filling vacancies. Job rotation also has its drawbacks. Training costs are increased, work is disrupted as rotated employees take time to adjust to a new set-up, and it can demotivate intelligent and ambitious trainees who seek specific responsibilities in their chosen speciality. According to Herzberg, job rotation is merely "substituting one zero for another zero".

12. Apprenticeship

A major part of training time is spent on the on-the-job productive work. Each apprentice is given a program of assignments according to a predetermined schedule which provides for efficient training in trade skills. This method is appropriate for training in crafts, trades and technical areas, especially when proficiency in a job is the result of a relatively long training or apprenticeship period, e.g., job of a crafts man, a machinist, a printer, a tool maker, a pattern designer, a mechanic, etc.

13. Employee development.

Ans :

Employee development is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual. It is of utmost importance for employees to keep themselves abreast with the latest developments in the industry to survive the fierce competition. Believe me, if you are not aware of what is happening around you, even before you realize you would be out of the game. As they say there is really no age limit for education. Upgrading knowledge is essential to live with the changes of time. Employee development goes a long way in training, sharpening the skills of an employee and upgrading his/her existing knowledge and abilities. In a layman's language, employee development helps in developing and nurturing employees for them to become reliable resources and eventually benefit the organization. Employees also develop a sense of attachment towards the organization as a result of employee development activities.

Choose the Correct Answer

1. Training process is _____ [a]
(a) Short term (b) Medium term
(c) Long term (d) None of these
2. OJT stands for _____ [a]
(a) On the job training (b) On the job technique
(c) On the job technology (d) Off the job training
3. On the job training includes _____ [d]
(a) Coaching (b) Conference
(c) Understudy (d) All of these
4. In _____ training, a training centre is set-up and actual job conditions are duplicated or simulated in it. [d]
(a) Classroom (b) Apprenticeship
(c) Internship (d) Vestibule
5. _____ is the process of imparting or increasing knowledge or skill of an employee to do a particular job [a]
(a) Training (b) Development
(c) Motivation (d) Leadership
6. Methods of training and development are: [c]
(a) Off the job (b) On the job
(c) Both (a) and (b) (d) None of these
7. _____ is a device or situation that replicates job demands at on the job site. [b]
(a) Brainstorming (b) Simulation
(c) Artificial intelligence (d) Transactional analysis
8. Management development [d]
(a) Is a short term in nature (b) Focuses on employees' current job
(c) Is an informal activity (d) Aims at overall development of a manager
9. Off the job training method includes: [d]
(a) Vestibule training (b) Syndicate
(c) Sensitivity training (d) All of these
10. Simulation technique of off the job method includes: [d]
(a) Role playing (b) In-basket exercise
(c) Case study (d) All of these

Fill in the Blanks

1. "_____ is the organized procedure by which learn knowledge and skill of an employee for doing a particular job" .
2. TNA stands for _____.
3. Human _____ (HRA) is an information system that tells the management what changes have been occurring in the HR department of the business over a period of time.
4. _____ suggested the discounting of wage payments to people as a measure of a person's value to an organization.
5. ROI stands for _____.
6. _____ is the systematic process by which one selects career goals and the path to these goals.
7. _____ is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual.
8. MDP stands for _____.
9. _____ based training is a form of experiential training to bring about beneficial organizational development.
10. JIT stands for _____

ANSWERS

1. Training
2. Training Need Analysis
3. Resources accounting
4. Hermanson
5. Return on investment
6. Career Planning
7. Employee development
8. Management Development Program
9. Adventure
10. Job Instruction Training

One Mark Answers

1. Training

Ans :

Training is specialized function and is one of the fundamental operative functions of human resource management.

2. Non-training Needs

Ans :

Non-training needs are those which are not characterized as KSA deficiency and those which are characterized as deficiency but cannot be solved or filled by training. In other words, they are the deficiencies that affect the PP and cause PG, but cannot be resolved through training.

3. Off-the-job Training

Ans :

Off the job training is the training method where in the workers/employees learn the job role away from the actual work floor.

4. Case Study

Ans :

Under this method, a real (or hypothetical) business problem or situation demanding solution, is presented to the group and members are trained to identify the problems present, they must suggest various alternatives for tackling them, analyze each one of these, find out comparative suitability and decide for themselves the best solution.

5. Design Thinking

Ans :

Design thinking is a methodology that designers use to brainstorm and solve complex problems related to designing and design engineering.

6. HRD

Ans :

Human Resource Development (HRD) is the framework, for helping employees develop their personal and organizational skills, knowledge, and abilities.

UNIT IV

EFFECTIVE HR SYSTEMS :

Code of Conduct, Discipline & Ethics, Group dynamics, Learning Organization, QWL, Standing Orders, Strategic Rewards & Compensation Management, Employer Branding, Employee Value Proposition. Grievance redressal, Stress Management, Psychological Contract: Employee Engagement, Involvement & Loyalty. Peak Performance modelling for Human Capability, Human Copability & Human Competency.

4.1 CODE OF CONDUCT

Q1. What is code of conduct. Explain the importance of employee code of conduct.

Ans :

Meaning

A code of conduct is a set of rules outlining the social norms, religious rules and responsibilities of and or proper practice for an individual.

Generally, the code of conduct is written for employees of a company, who protect the business and informs the employee of the company's expectation. It is important even for the small companies to have a code of conduct so that employees are aware of the company's expectation of them in terms of behavior. The below explained code of conduct sample outlines the major guidelines to be followed by an employee.

Code of conduct is important in order to make conducive culture in the organization, however, code of conduct alone cannot help. It is also the management responsibility to walk the talk. Senior leaders must manifest ethics in attitude and behavior. The employees of an organization big or small must be well trained in implementing the right conduct in their professional work and behavior. It must also be continuously observed by senior management to check whether the code of conduct policies needs any improvement or not.

Importance

- i) **There has to be a proper dress code for employees:** Individuals just can't enter into the office wearing anything. Employee code of conduct decides what individuals ought to

wear to office. Some organizations are very particular of what their employees wear to work.

- ii) **Employee code of conduct ensures career growth and also benefits the organization in the long run.** If employees understand the difference between what to do and what not to do at the workplace, problems would never arise. We bunk offices because we do not realize that such a practice is wrong and unethical.

- iii) **Employee ethics ensures employees attend office on time and genuinely respect their superiors.** Most of the times it has been observed that employees have a hate relationship with their Bosses.

4.2 DISCIPLINE AND ETHICS

Q2. Define the term ethics.

Ans :

Meaning

The term "ethics" is derived from the Greek word "ethos" which refers to character or customs or accepted behaviors. The Oxford Dictionary states ethics as "the moral principle that governs a person's behaviour or how an activity is conducted". The synonyms of ethics as per Collins Thesaurus are - conscience, moral code, morality, moral philosophy, moral values, principles, rules of conduct, standards.

Ethics refers to well-founded standards of right and wrong that prescribe what humans ought to do, usually in terms of rights, obligations, benefits to society, fairness, or specific virtues.

Ethics is a set of principles or standards of human conduct that govern the behavior of individuals or organizations. Using these ethical standards, a person or a group of persons or an organization regulate their behavior to distinguish between what is right and what is wrong as perceived by others. It is not a natural science but a creation of the human mind. For this reason, it is not absolute and is open to the influence of time, place and situation.

- Ethics can be defined as the discipline dealing with moral duties and obligation, and explaining what is good or not good for others and for us.
- Ethics is the study of moral decisions that are made by us in the course of performance of our duties.
- Ethics is the study of characteristics of morals and it also deals with the moral choices that are made in relationship with others.
- Ethics is concerned with truth and justice, concerning a variety of aspects like the expectations of society, fair competition, public relations, social responsibilities and corporate behavior.

Definitions

- i) **According to Keith Davis** and associates define ethics as a set of rules that define right and wrong conduct.
- ii) **According to Shea**, ethics are the principles of conduct governing an individual or profession and "standards of behaviour".
- iii) **According to Brian Harvey**, ethics stands for a practice as well as a reflection on that practice.
- iv) **According to Oxford dictionary** defines ethics as morals, treating of moral questions, morally correct, honourable.
- v) **Ethics** can be defined as principles of behaviour that differentiates between the right from the wrong.

Q3. What are the various Principles of Ethics?

Ans :

(Imp.)

As technical communicators, we observe the following ethical principles in our professional activities.

1. Legality

We observe the laws and regulations governing our profession. We meet the terms of contracts we undertake. We ensure that all terms are consistent with laws and regulations locally and globally, as applicable, and with STC ethical principles.

2. Honesty

We seek to promote the public good in our activities. To the best of our ability, we provide truthful and accurate communications. We also dedicate ourselves to conciseness, clarity, coherence, and creativity, striving to meet the needs of those who use our products and services. We alert our clients and employers when we believe that material is ambiguous. Before using another person's work, we obtain permission. We attribute authorship of material and ideas only to those who make an original and substantive contribution. We do not perform work outside our job scope during hours compensated by clients or employers, except with their permission; nor do we use their facilities, equipment, or supplies without their approval. When we advertise our services, we do so truthfully.

3. Confidentiality

We respect the confidentiality of our clients, employers, and professional organizations. We disclose business sensitive information only with their consent or when legally required to do so. We obtain releases from clients and employers before including any business sensitive materials in our portfolios or commercial demonstrations or before using such materials for another client or employer.

4. Quality

We endeavor to produce excellence in our communication products. We negotiate realistic agreements with clients and employers on schedules, budgets, and deliverables during project planning. Then we strive to fulfill our obligations in a timely, responsible manner.

5. Fairness

We respect cultural variety and other aspects of diversity in our clients, employers, development teams, and audiences. We serve the business interests of our clients and employers as long as they are consistent with the public good. Whenever possible, we avoid conflicts of interest in fulfilling our professional responsibilities and activities. If we discern a conflict of interest, we disclose it to those concerned and obtain their approval before proceeding.

6. Professionalism

We evaluate communication products and services constructively and tactfully, and seek definitive assessments of our own professional performance. We advance technical communication through our integrity and excellence in performing each task we undertake. Additionally, we assist other persons in our profession through mentoring, networking, and instruction. We also pursue professional self-improvement, especially through courses and conferences.

Q4. What are the ethical issues in HR?

Ans :

The following are the ethical issues in HR:

➤ **Cash and Compensation Plans**

There are ethical issues pertaining to the salaries, executive perquisites and the annual incentive plans etc. The HR manager is often under pressure to raise the band of base salaries. There is increased pressure upon the HR function to pay out more incentives to

the top management and the justification for the same is put as the need to retain the latter. Further ethical issues crop in HR when long term compensation and incentive plans are designed in consultation with the CEO or an external consultant. While deciding upon the payout there is pressure on favouring the interests of the top management in comparison to that of other employees and stakeholders.

➤ **Race, gender and Disability**

In many organisations till recently the employees were differentiated on the basis of their race, gender, origin and their disability. Not anymore ever since the evolution of laws and a regulatory framework that has standardised employee behaviours towards each other. In good organisations the only differentiating factor is performance! In addition the power of filing litigation has made put organisations on the back foot. Managers are trained for aligning behaviour and avoiding discriminatory practices.

➤ **Employment Issues**

Human resource practitioners face bigger dilemmas in employee hiring. One dilemma stems from the pressure of hiring someone who has been recommended by a friend, someone from your family or a top executive.

➤ **Privacy Issues**

Any person working with any organisation is an individual and has a personal side to his existence which he demands should be respected and not intruded. The employee wants the organisation to protect his/her personal life. This personal life may encompass things like his religious, political and social beliefs etc. However certain situations may arise that mandate snooping behaviours on the part of the employer. For example, mail scanning is one of the activities

used to track the activities of an employee who is believed to be engaged in activities that are not in the larger benefit of the organisation.

Similarly there are ethical issues in HR that pertain to health and safety, restructuring and layoffs and employee responsibilities. There is still a debate going on whether such activities are ethically permitted or not. Layoffs, for example, are no more considered as unethical as they were thought of in the past.

Q5. Define discipline. State the objectives of discipline.

Ans :

Definition

According to William R. Spriegal, "Discipline is the force that prompts an individual or group to observe rules, regulations and procedures that are deemed necessary to the attainment of an objective." Discipline means following of rules and regulations and orderliness. It means orderly conduct of affairs by the employees of an enterprise. Imposing self-discipline on oneself is very important for success. One must train himself to correct self behaviour and avoid repeating the past mistakes.

Objectives

The following are the objectives of discipline:

1. To achieve general willingness for accepting rules, regulations and procedures of organisation from its employees so that organisational objectives can be accomplished.
2. To accept responsibility and receive direction.
3. To develop sense of cooperation and integrity in spite of diverse views and opinions.
4. To make employees tolerant.
5. To maintain good industrial relations.
6. To build up high morale among employees.

7. To increase productivity.
8. To inculcate the feeling of mutual respect.

Q6. Explain the aspects of Discipline.

Ans :

The two aspects of discipline are :

- (i) Positive Discipline
- (ii) Negative Discipline

(i) Positive Discipline

Positive discipline is the result of effective leadership and training. It is because of a kind of frame of mind shaped up because of better organisational climate, motivation, incentive payments. Superiors attitude towards their subordinates play a key role in shaping the positive and favourable behaviour from the employees. Positive discipline results from self restraint and self discipline. Positive discipline helps in achieving coordination and cooperation, boosts up morale, develops self expression and creativity.

(ii) Negative Discipline

Opposite of this discipline can be negative or enforced which is as the name suggests is enforced on individual and he is forced to follow orders, rules and regulations and behaves in a desired manner. Non observance invites penalties and punishment.

So people follow rules and regulations because of fear of punishment. The object of negative discipline is to keep people in check and to ensure desirable behaviour from them to achieve organisational goals. To maintain discipline the autocratic or dictatorial attitude is adopted by the superiors.

Negative discipline ensures minimum performance. People cooperate out of fear and not by their own freewill. If employees do not follow the prescribed rules and regulations and do not behave in a desired manner they are to be reprimanded orally or in writing, written warnings, and extreme steps like suspension or discharge from duties can be taken.

4.3 GROUP DYNAMICS

Q7. Define Group Dynamics. Explain the nature of Group Dynamics.

Ans :

(Imp.)

Introduction

Kurt Lewin popularised the term group dynamics in 1930's. Group dynamics describes both a subject matter scientific field of study. When Kurt Lewin described the way groups and individuals act and react to changing circumstances, he named these processes group dynamics. Group dynamics refers to those forces operating or present in the group and which influence the behaviour of the members of the group. These forces chiefly are the group composition, group norms, group leadership, group cohesiveness, etc. The study of group dynamics is important for every manager. This study provides information to the managers about the way to control the behaviour of the members of the group.

Groups are inevitable as a norm and part of working in organizations and as a significant unit of sociology contributes immensely to the understanding of organizational behaviour. Hence, while using the concept of a group in organizational behaviour, the focus will be upon the dynamics of the formal and informal group members in an organization. Group dynamics focuses on team work wherein small groups are constantly in contact with each other and share common ideas to accomplish the given tasks. Lewin has developed here leadership styles, i.e., authoritarian, democratic and laissez faire for explaining the group dynamics. The other meaning of group dynamics is that it is a set of techniques. It implies that the members' role in a management situation is discussed and team-building exercise is carried-out to develop each member.

Definition

According to Kurt Lewin, "Group dynamics deal with internal nature of groups, how they are formed, what structure and processes they adopt, how they function and affect individual members, other groups and the organization".

Thus, group dynamics is a social process by which people interact face to face in small groups.

It encompasses the dynamics of interaction patterns within the group, the subtle and the non-subtle pressures exerted by group members, the manner in which decisions are made in the group, how work gets done and how member needs are satisfied.

Nature of Group Dynamics

The nature of group dynamics is as follows:

1. Concerned with Group

Group dynamics is concerned with group. Wherever a group exists the individuals interact and members are continuously changing and adjusting relationship with respect to each other. The members of the group may interact, may be in state of tension, may be attracted or repelled to each other, may seek the resolution of these tensions and return to equilibrium after the resolution.

2. Changing

Changes go on occurring like introduction of the new members, changes in leadership, presence of old and new members and the rate of change - fast or slow. The groups may dissolve if the members are not enthusiastic about the goals; they have no faith in the ideology and do not identify themselves with the group. This means that the cohesiveness in the group has decreased.

3. Dynamic

There may be rigidity or flexibility (cohesiveness or conflict) that influence a group dynamics. If the members get along well there is smooth sailing for the group and if there is conflict it leads to problems. A rigid group may not change and lacks adaptability to change. But the members if are able to solve the problems, the equilibrium can be maintained. The conflict and tension, if increases within the group, this can cause an open flare up and strong measures are urgently.

4. Defines Effectiveness of Leader

The group organization is essential. It leads to greater group effectiveness, participation, cooperation and a constructive morale. The leader will be effective only if the group is

organized and stable. Some degree of organization is essential for effective functioning of the group and depends on the proportion of the well-defined roles members have in the group. The organized group is one with every member having specific roles and acting towards other members in the prescribed manner.

5. Continuous Process

Dynamic group always is in continuous process of re-structuring, adjusting and re-adjusting members to one another for the purpose of reducing the tensions, eliminating the conflicts and solving the problems which its members have in common. The changes may take within a group and it is interesting to study the way the change do occur. The frequent changes indicate the capacity of the group to change and adapt.

Q8. Explain the importance of Group Dynamics.

Ans :

(Imp.)

Group dynamics is important due to following reasons:

1. Formal and informal workgroups are becoming increasingly important competitive factors in an organization due to changes in an organization.
2. Teamwork is the result of groups working together to effectively and efficiently achieving organizational tasks, vision and mission.
3. Group dynamic is a useful way to analyze groups as systems that use inputs and engage in various processes or transformations, and produce outcomes in an organization.
4. Managers ready to help and bring about higher performance from formal workgroups by weighing the characteristics of members who assign to particular groups.
5. Group members should have task-relevant expertise and appropriate interpersonal skills for accomplishment of tasks.
6. Group dynamic is a degree of diversity among group members that usually adds to performance in project.

7. Group training, particularly for diverse groups which has been found to be useful and helpful to other members in a team.
8. Team members may be attracted to a group for a number of reasons like as liking other members of the group, liking the activities of the group, the goals or purposes of the group, the group satisfies an individual's need for affiliation, and the group can help an individual to achieve a goal outside the group.
9. The size of the group has also plays significant role in improving the group's performance.
10. Provide free riding is particularly likely when members exhibit individualism rather than collectivism.
11. In the case of the team, a manager can combat social loafing by several methods and assign few extra people to do the work, it is one-key method to achieve task in team.
12. Team dynamic is using other methods for measuring team performance like as making each individual's work visible, providing for individual feedback, have to work with team people with respect, to measure standards to actually what is the group performance, and making suitable rewards to individual members in the team for enhance of group performance.

4.4 LEARNING ORGANIZATION

Q9. What is learning organization. State the features of learning organization.

Ans :

Definition

According to B. P. Robbins and M. Coulter, "Learning organisation is the one that has developed the capacity to continuously learn, adapt, and change".

Organisations operate in the dynamic environment. There are continuous innovations in information and computer technologies. Markets are global and customers are spread worldwide. Though the world has become global, customers all over the world are not the same. They are guided by their country's culture, attitudes and beliefs.

Features

A learning organisation has the following features:

1. Boundary-less organization

It does not have a defined structure. The organisation design is not limited to horizontal, vertical or external boundaries. Horizontal boundaries create departments and vertical boundaries create organisational levels and hierarchies. A learning organisation remains flexible and unstructured. Employees cooperate in performing organisational activities.

Members share information throughout the organisation - across functional areas (horizontal boundaries) and organisational levels (vertical boundaries). Structural and physical boundaries are minimised.

2. Teams

Employees do not work for specific departments at specific levels. They work in teams and perform all organisational activities. Managers create cross-functional teams to organise activities around work processes instead of functional departments. This removes horizontal boundaries in the organisation.

They create cross-hierarchical teams and promote participative decision-making. This removes vertical boundaries in the organisation. People subordinate personal interests and fragmented departmental interests and work together to achieve the organisation's shared vision.

3. Empowerment

Employees make effective decisions as they are empowered to do so. Power is the ability to do work. Employee teams in learning organisations are empowered to make decisions about work-related issues. Need for bosses or direct supervisors gets reduced. Managers facilitate, support and advocate employee teams rather than direct them. Team working results in better performance.

4. Information sharing

Information facilitates learning. In a learning organisation, employees learn by sharing information (knowledge management). There is timely, accurate and open sharing of information in the organisation. As there are no structural boundaries, people openly communicate with each other (across vertical and horizontal boundaries). This leads to extensive information sharing amongst members. People discard old ways of thinking and develop new ways of working. Organisational policies also encourage learning amongst members.

5. Shared vision

Leaders of learning organisation facilitate shared vision in the organisation. Members develop common vision of organisational goals and strategies and collectively work towards that vision. It enables the organisation to respond to future opportunities and benefit from them.

6. Collaboration

A learning organisation has strong and committed leaders. They create, support and encourage people to collaborate with each other. This creates a motivated workforce which learns continuously from experience and environmental factors.

7. Organisational culture

Organisational culture is a system of shared meaning within the organisation that determines how employees act. In a learning organisation culture, members think of organisational processes, activities, functions and interactions with the environment as a system of inter-relationships.

Everyone agrees on shared vision and develops strong mutual relationships. They develop community, caring and trust for each other. The culture is supportive in nature. It questions existing assumptions and creates an environment of learning.

Q10. State the merits of learning organization?*Ans :*

A learning organisation has the following merits:

1. The organisation experiments, tries and permits more failures. This provides extensive information to make decisions.
2. The organisation interacts with customers and maintains a rich and informal environment conducive to growth and success. Knowledge of customer requirement is important for company's fortunes.
3. Learning enhances company's speed, innovativeness and adaptability.
4. The organisation can anticipate and adapt changing market conditions. It reaches the market with innovative products faster than competitors.
5. The organisation maximises responsiveness to customers' needs. This provides competitive advantage to the company.
6. It enables the organisation to survive in the knowledge economy and cope with rapidly changing technology, global competition and demands.

4.5 QWL**Q11. What is Quality of Worklife?***Ans :* (Nov.-21, June-19, July-18)**Meaning**

The term Quality of Work Life (QWL) aims at changing the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial systems. It takes into consideration the socio-psychological needs of the employees. It seeks to create such a culture of work commitment in the organizations which will ensure higher productivity and greater job satisfaction for the employees.

Quality of work life refers to the favorableness or unfavorableness of the job environment of an organization for its employees. It is generic term which covers a person's feelings about every dimension of his work e.g. economic incentives and

rewards, job security, working conditions, organizational and interpersonal relationships etc. The term QWL has different meanings for different people.

Definitions

A few important definitions of Quality of Work Life (QWL) are as follows:

- i) **According to Harrison**, "Quality of Work Life is the degree to which work in an organization contributes to material and psychological well being of its members."
- ii) **According to D.S.Cohan**, "Quality of Work Life is a process of joint decision making, collaborations and building mutual respect between management and employees."
- iii) **According to the American Society of Training and Development** "Quality of Work Life is a process of work organization which enables its members at all levels to participate actively and effectively in shaping the organizations' environment, methods and outcomes. It is a value based process which is aimed towards meeting the twin goals of enhanced effectiveness of the organization and improved quality of life at work for the employees".

Q12. Explain the principles of QWL?*Ans :*

According to N.Q.Herrick and M.Maccoby there are four basic principles, which will humanize work and improve the Quality of Work Life:

1. **The Principle of Security:** Quality of work cannot be improved until employees are relieved of the anxiety, fear and loss of future employment. The working conditions must be safe and fear of economic want should be eliminated. Job security and safety against occupational hazards is an essential precondition of humanization of work.
2. **The Principle of Equity:** There should be a direct and positive relation between effort and reward. All types of discrimination between people doing similar work and with same level of performance must be eliminated. Equity also requires sharing the profits of the organization.

3. **The Principle of individualism:** Employees differ in terms of their attitudes, skills, potentials etc. Therefore, every individual should be provided the opportunities for development of his personality and potential. Humanization of work requires that employees are able to decide their own pace of activities and design of work operations.
4. **The Principle of Democracy:** This means greater authority and responsibility to employees. Meaningful participation in decision making process improves the quality of work life.

Q13. Explain the scope of quality of worklife.

Ans :

Quality of work life is a multi dimensional aspect. The workers expect the following needs to be fulfilled by the organizations:

1. **Compensation:** The reward for work should be above a minimum standard for life and should also be equitable. There should be a just an equitable balance between the effort and the reward.
2. **Health and Safety:** The working environ-ment should be free from all hazards detrimental to the health and safety of the employees. The main elements of a good physical environment for work should be reasonable hours of work, cleanliness, pollution free atmosphere, risk free work etc.
3. **Job Security:** The organization should offer security of employment. Employees should not have to work under a constant concern for their future stability of work and income.
4. **Job Design:** The design of jobs should be such which is capable of meeting the needs of the organization for production and the individual for satisfying and interesting work. Quality of work life can be improved if the job allows sufficient autonomy and control, provides timely feed back on performance and uses a wide range of skills.
5. **Social Integration:** The workers should be able to feel a sense of identity with the organization and develop a feeling of self esteem. This includes the elimination of discrimination and individualism, whilst encouraging teams and social groups to form.
6. **Social Relevance of Work:** Work should not only be a source of material and psychological satisfaction, but also a means of social welfare. An organization that has greater concern for social causes can improve the quality of work life.
7. **Scope for Better Career Opportunities:** The management should provide facilities to the employees for improving their skills both academic and otherwise. The management should always think of utilizing human resources for expansion and development of the organizations.

Q14. Explain the techniques for improving QWL.

Ans :

(Imp.)

The quality of work life movement is of recent origin and has a long way to go. Individual as well as organized efforts are required to improve the quality of work life for millions of workers in the country. Some of the techniques used to improve the QWL are as given below:

1. **Flexible Work Schedules:** There should be flexibility in the work schedules of the employees. Alternative work schedules for the employees can be flexi time, staggered hours, compressed work week etc. Flexi time is a system of flexible working hours, staggered hours schedule means that different groups of employees begin and end work a different intervals. Compressed work week involves longer hours of work per day for fewer days per week.
2. **Job Redesign:** Job redesigning or job enrichment improves the quality of the jobs. It attempts to provide a person with exciting, interesting, stimulating and challenging work. It helps to satisfy the higher level needs of the employees.
3. **Opportunity for Development:** Career development is very important for ambitious and achievement oriented employees. If the employees are provided with opportunities for their advancement and growth, they will be highly motivated and their commitment to the organization will increase.
4. **Autonomous Work Groups:** Autonomous work groups are also called self managed work teams. In such groups the employees are given freedom of decision making. They are themselves responsible for planning, organizing and controlling the activities of their groups. The groups are also responsible for their success or failures.
5. **Employee's Participation in Management:** People in the organization should be allowed to participate in the management decisions affecting their lives. Quality circles, Management by objectives, suggestion system and other forms of employee's participation in management help to improve the Quality of Work Life.
6. **Job Security:** Employees want stability of employment. Adequate job security provided to the employees will improve the Quality of Work Life to a large extent.
7. **Equitable Justice:** The principle of equitable administrative justice should be applied in disciplinary actions, grievance procedures, promotions, transfers, work assignments etc. Partiality and biasness at any stage can discourage the workers and affect the Quality of Work Life.

Q15. What is the impact of QWL on Productivity?

Ans :

The general perception is that improvements in QWL costs much to the organisation. But it is not so, as improvement over the existing salary, working conditions and benefits will not cost much. However, the rate of increase in productivity is higher than that of cost of QWL. Thus, increase in QWL results in increase in productivity. But continual increase in QWL eventually leads to reduction in productivity due to increase in cost of output. This is because the worker's output does not increase proportionately after a certain level even though QWL increases.

Improved QWL leads to improved performance. Performance should mean not only physical output but also the behaviour of the worker in helping colleagues in solving job related problems, accepting orders with enthusiasm, promoting a positive team spirit and accepting temporary unfavourable work conditions without complaint.

Quality of Worklife and Human Resources Management

Quality of worklife is broader than motivation though these two terms seem to be similar. All personnel related activities affect quality of worklife. Some examples are:

HR Activity	Effect on Quality of Worklife
Job Analysis	Analyse the job in such a way that human needs like freedom, challenging work, autonomy can be satisfied.
Selection	Selecting the right man and placing him in the right position. This satisfies his needs for reward, interesting work etc.
Job enrichment	Satisfied higher order needs like pride, ego.
Job evaluation	Equitable wages.

Q16. Explain the strategies for improvement of QWL.*Ans :***(Imp.)**

The strategies for improvement in quality of worklife include self-managed work teams, job redesign and enrichment, effective leadership and supervisory behaviour, career development, alternative work schedules, job security, administrative or organisational and participating management.

- (i) **Self-managed Work Teams:** These are also called autonomous work groups or integrated work teams. These work teams are formed with 10 to 20 employees who plan, co-ordinate and control the activities of the team with the help of a team leader who is one among them. Each team performs all activities including selecting their people. Each team has authority to make decisions and regulate the activities. The group as a whole is accountable for the success or failure. Salaries are fixed both on the basis of individual and group achievement.
- (ii) **Job Redesign and Enrichment:** Narrow jobs can be combined into larger units of accomplishment. Jobs are redesigned with a view to enriching them to satisfy higher order human needs.
- (iii) **Effective Leadership and Supervisory Behaviour:** For effective leadership and supervisory behaviour style of managerial grid is suitable.
- (iv) **Career Development:** Provision for career planning, communicating and counselling the employees about the career opportunities, career path, education and development and for second careers should be made.
- (v) **Alternative Work Schedules:** Provision for flexible working hours, part-time employments, job-sharing and reduced work week should be made.
- (vi) **Job Security:** This tops the employees' list of priorities. It should be adequately taken care of.
- (vii) **Administrative or Organisational Justice:** The principles of justice, fair and equity should be taken care of in disciplinary procedure, grievance procedures, promotions, transfers, demotion, work assignment, leave etc.
- (viii) **Participative Management:** Employees should be allowed to participate in management participative schemes which may be of several types. The most sophisticated among them is quality circle.

Implementation of these strategies ensures higher level of quality of worklife.

4.6 STANDING ORDERS

Q17. What are standing order?

Ans :

Meaning

'Standing order means rules of conduct for workmen employed in industrial establishments. It is the duty of the employer not only to certify the standing orders but make it known to the workmen and thereby it is obligatory on the part of workman to comply with the provisions of the standing orders. The standing orders provide the management with a basis for taking disciplinary action against employees in an organisation.

In the absence of its own standing orders, the establishment has to follow model standing orders. Model standing orders specify the terms and conditions which govern day-to-day employer-employee relationships, infringement of which could result in a charge of misconduct. It means rules relating to matters set-out in the schedule in Standing Order Act 1946.

A) Object of the Act

1. Object of the Act is to require the employers in industrial establishments to define the conditions of employment under them and make the conditions known to workmen employed by them before they accept the employment .
2. To maintain uniformity in terms and conditions of employment in respect of workmen belonging to the same category . The rules made in the regard to these conditions is called Standing Orders.

B) Matters to be provided in Standing Orders under this Act

1. Classification of workmen, e.g., whether permanent, temporary, apprentices, probationers, or badlis.
2. Manner of intimating to workmen periods and hours of work, holidays, pay-days and wage rates.
3. Shift working.
4. Attendance and late coming.

5. Conditions of, procedure in applying for, and the authority which may grant leave and holidays.

Requirement to enter premises by certain gates, an liability to search.

6. Closing and reporting of sections of the industrial establishment, temporary stoppages of work and the rights and liabilities of the employer and workmen arising there from.
7. Termination of employment, and the notice to be given by employer and workmen.
8. Suspension or dismissal for misconduct, and acts or omissions which constitute misconduct.
9. Means of redress for workmen against unfair treatment or wrongful exactions by the employer or his agents or servants.
10. Any other matter which may be prescribed.

C) Submission of Draft Standing Orders

Within six months of the application of the Act , to an industrial establishment, the employer shall submit to the Certifying Officer five copies of the draft standing orders proposed by him for adoption in his industrial establishment.

D) Standing orders to be accompanied by particulars of workmen

The draft standing orders submitted shall be accompanied by a statement giving prescribed particulars of the workmen employed in the industrial establishment including the name of the trade union, if any, to which they belong.

Employers in similar establishments may submit a joint draft for their convenience.

E) Conditions for Certification of Standing Orders

Standing orders shall be certified under this Act if:

- a) Provision is made for every matter set out which is applicable to the industrial establishment, and
- b) The standing orders are otherwise in conformity with the provisions of this Act; the Certifying Officer is under an obligation to adjudicate upon the fairness or reasonableness of the provisions of any standing orders.

F) Certification of Standing Orders

- Copy of the draft standing order to be sent to trade union or workmen: On receipt of the draft, the Certifying Officer shall forward a copy to the trade union, if any, of the workmen, or where there is no such trade union, to the workmen, in the prescribed form requiring objections, if any, which the workmen may desire to make to the draft standing orders to be submitted to him within fifteen days from the receipt of the notice.
- After giving the employer and the trade union or representatives of the workmen an opportunity of being heard, the Certifying Officer shall decide whether or not any modification or addition to the draft submitted by the employer is necessary to render the draft standing orders certifiable under this Act, and shall make an order in writing accordingly
- The Certifying Officer shall thereupon certify the draft standing orders, after making any modifications and within seven days send copies of the certified standing orders to the employer and to the trade union or other prescribed representatives of the workmen.

G) Appeals

Any employer, workman, trade union or other prescribed representatives of the workmen aggrieved by the order of the Certifying Officer within 30 days from the date on which copies are sent by the certifying officer, appeal to the appellate authority, and the appellate authority, whose decision shall be final, shall by order in writing

confirm the standing orders either in the form certified by the Certifying Officer or after amending the said standing orders by making such modifications or additions as it thinks necessary to render the standing orders certifiable under this Act.

The appellate authority shall, within seven days of its order, send copies of the Certifying Officer, to the employer and to the trade union or other prescribed representatives of the workmen.

Other Provisions Related to Standing Orders

1. Date of Operation of Standing Orders

Standing orders shall, unless an appeal is preferred, come into operation on the expiry of thirty days from the date on which authenticated copies are sent or where an appeal is preferred, on the expiry of seven days from the date on which copies of the order of the appellate authority are sent.

2. Register of Standing Orders

A copy of all standing orders as finally certified under this Act shall be filed by the Certifying Officer in a register in the prescribed form maintained for the purpose, and the Certifying Officer shall furnish a copy to any person on payment of the prescribed fee.

3. Posting of Standing Orders

The text of the certified standing orders shall be prominently posted by the employer in English and in the language understood by the majority of his workmen on special boards maintained for the purpose at or near the entrance through which the majority of the workmen enter the industrial establishment and in all departments where the workmen are employed.

4. Duration and Modification of Standing Orders

A certified standing orders shall not, except on agreement between the employer and the workmen or a trade union or other representatives of the workmen be liable to modification until the expiry of six months from the date on which the standing orders or the last modifications thereof came into operation.

An employer or workman or a trade union or other representative body of the workmen may apply to the Certifying Officer for the modification and such application shall be accompanied by five copies of the modifications proposed to be made, and where such modifications are proposed to be made by agreement between the employer and the workman or a trade union or other representative of the workmen, a certified copy of that agreement shall be filed along with the application.

4.7 STRATEGIC REWARDS & COMPENSATION MANAGEMENT

Q18. What is Strategic Reward? Discuss various types of Strategic Reward Decisions.

Ans :

(Imp.)

Meaning

Strategic reward is a reward arrived at balancing and supporting the needs of both employees and organization.

Decisions

1. Establishing Pay Structure

The first decision that a manager needs to make is about establishing pay structure. Pay structures are designed to allocate specific pay rates for jobs of varying values by identifying the differences in each employees contribution to the organization. As no two employees will be having same credential or credits and they also differ in the type of work they perform. By identifying these differences, companies compensate individuals according to their qualifications, achievements quality of work, knowledge and job performance. The well defined pay structure have strategic value and they promote the retention of efficient and valuable employees.

2. Establishing Variable Pay Program

The next important decision is "how to pay the employees". Offering variable is the best way to motivate employees. Incentive pay is also known as variable pay. Employees are paid incentives for successfully completing the pre-established work standards/objectives. Incentive pay refers to compensation apart from the base wages, which varies as per the employee's achievement of few standards like individual or team objectives, predetermined formula or profitability of the organization. The various types of variable program are,

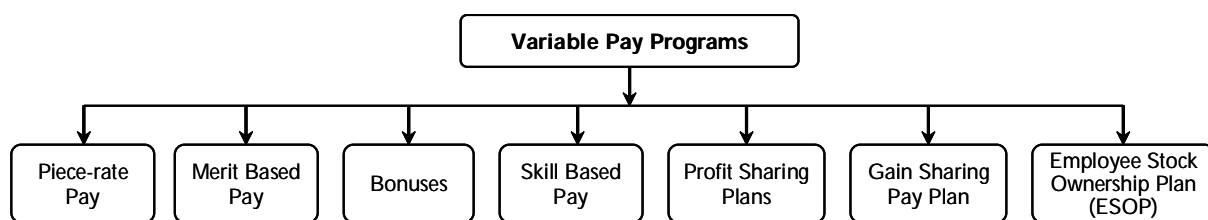


Fig. : Types of Variable Pay Programs

(a) Piece-rate Pay: Piecework pay plans can be of two types,

- (i) First type of piecework pay plan is usually found in manufacturing units like textile industries and apparel industries. In this type of plan, employees are rewarded on the basis of the number of pieces manufactured by an individual in an hour. This hourly production is compared with the predetermined output standard to decide the rewards to be paid to the employee.

- (ii) The other piecework incentive pay plan sets individual performance standards which comprises of both subjective and objective performance criteria. Pieces manufactured explains the objective criterion and quality represents subjective criterion.
- (b) **Merit Based Pay:** Under Merit Based Pay, the employees are paid based on performance to motivates the employees to perform well. The managers must reward excellent performers with highest merit pay amounts and the average performances must be rewarded with an average merit pay. In other words, merit pay amounts should be set on the basis of the employees performance level.
- (c) **Bonuses:** Bonuses are an extra payment made to the employee for recent good performance. Many companies offer bonuses to the employees when their profits improve.
- (d) **Skill Based Pay:** Skill-based pay is a type of person-focussed pay plan, wherein the pay progression is directly linked to the skills possessed and used by an individuals in effectively performing their tasks. It is also known as "knowledge-based pay" as the terms 'skills' and 'knowledge' are often used interchangeably.
- (e) **Profit Sharing Plans:** Profit sharing plans reward the employees by providing them a part of total company's profits based on a specific criteria.
- (f) **Gain Sharing Pay Plan:** Gain sharing pay plan is a group incentive pay plan which rewards employees depending upon the enhancement in company's performance in the form of enhanced customer satisfaction, reduced costs, enhanced productivity or good safety records. Gain sharing plan represents a management philosophy which encourages the employee's participation. Incentives will be offered to the employees irrespective of whether the organization is profitable or not.
- (g) **Employee Stock Ownership Plan (ESOP):** ESOPs are the benefit plans established by the companies. In ESOPs the employees are given an opportunity to acquire stock at a price which is below the market prices.

3. Flexible Benefits

Offering a right benefit is an important decision to be made by HR manager. Usually, organizations prefer formulating the flexible compensation/benefits plan for employees so that they can select the benefits and services accordingly to their needs and situations. The employees can select the benefit based on their age, number of dependents, marital status, benefit status of spouses etc. The main objective of these flexible compensation is to improve the performance of the employees by valuing the desire and interest of employees, loyalty and motivation, etc., which enhances the productivity and quality of life.

4. Intrinsic Rewards

Last but not the least, an important decision to motivate the employees is to develop an employees recognition program. The individuals for their achievements and contributions made towards the firm will be like a non-monetary benefit.

The kind of facilities given under this benefit are,

- (a) Anniversary awards for a particular number of years of work.
- (b) Giving attendance bonus to those employees who are less absent on their jobs.
- (c) Free housing and transportation facilities to the employees.

Q19. What is compensation management?

(OR)

Define compensation management?

Ans :

Compensation management, also known as wage and salary administration, remuneration management, or reward management, is concerned with designing and implementing total compensation package. The traditional concept of wage and salary administration emphasized on only determination of wage and salary structures in

organizational settings. However, over the passage of time, many more forms of compensation as discussed earlier, entered the business field which necessitated to take wage and salary administration in comprehensive way with a suitable change in its nomenclature.

Q20. Discuss the principles of compensation management?

Ans :

1. Ability to Pay

Organizations should pay their employees as per their financial capacity and capability. If an organization pays more than its ability, then the organization may get bankrupt. On the other hand, if the organization pays much below its ability to pay, then such organizations are unlikely to attract and/or retain competent employees, which will ultimately adversely affect the effectiveness of the organization.

2. Internal and External Equity

Organizations must compensate their employees according to their qualification, experience, skills, knowledge, job responsibilities and performance. This is called internal equity. If employees are not paid according to their qualification, experience, skills, knowledge and performance, it will adversely affect their morale, commitment and competence.

Such organizations are likely to witness low employee productivity, poor quality, high turnover, poor corporate image, etc. Therefore, maintaining a proper and fair difference in employee's compensation levels in terms of their position, competence, knowledge and performance is necessary for effective business performance.

3. Performance Orientation

Compensation should be in commensuration with individual and organizational performance. Employees exhibiting better performance should be compensated at higher level to maintain enhanced performance or output and encourage them to

attain excellence. Performance linkage is essential for creating a performance driven work culture where every employee willingly assumes responsibility and works with ownership. This also helps in maintaining a sense of justice and faith in the organization's leadership.

4. Non-discriminatory

Organizations must pay their employees without any discrimination on the ground of race, religion, gender, nationality and ethnicity. For example, often female employees in India are paid far less than their male counterparts. This is due to misplaced belief that women cannot perform as better as men do. Such biases and prejudices often rooted in our social norms and values, act as deterrent to employee performance and commitment.

5. Legal Compliance

Organizations must pay as per the relevant laws of the land. For example, in India, the Minimum Wages Act, 1948 stipulates that workers in the unskilled, semi-skilled and skilled jobs must be paid a minimum wage. This is essential character of any welfare state committed towards the goals of social justice and securing the rights of the employees to at least minimum standard of living. Therefore, an organization that does not have the ability to pay even minimum wages to its employees has no right to exist.

6. Simplicity and Flexibility

Compensation systems should be simple to design, understand and administer. Compensation plans and policies must be flexible to adapt with ease to the changing profile of the workforce, needs of the individual employees, organizational goals and objectives and labour market conditions. In other words, compensation management must be strategically aligned.

7. Fosters Employee Development

Compensation should be such so as to motivate employees to acquire, sharpen and develop their skills and competencies in conjunction with changing technology, innovations and organizational requirements. Increased differentiation on account of gaps in employee's skills and competencies acts as a motivator.

Q21. What are the objectives of compensation management?

Ans :

The basic objective of compensation management can be briefly termed as meeting the needs of both employees and the organisation. Since both these needs emerge from different sources, often, there is a conflict between the two. This conflict can be understood by agency theory which explains relationship between employees and employers. The theory suggests that employers and employees are two main stakeholders in a business unit, the former assuming the role of principals and the latter assuming the role of agents.

The compensation paid to employees is agency consideration. Each party to agency tries to fix this consideration in its own favour. The employers want to pay as little as possible to keep their costs low. Employees want to get as high as possible.

The compensation management tries to strike a balance between these two with following specific objectives :

1. Attracting and Retaining Personnel

From organization's point of view, the compensation management aims at attracting and retaining right personnel in the organisation. In the Indian corporate scene, there is no birth of personnel at operative levels but the problems come at the managerial and technical levels particularly for growing companies. Not only they require persons who are well qualified but they are also retained in the organisation. In the present day context, managerial turnover is a big problem particularly in high knowledge based organizations.

2. Motivating Personnel

Compensation management aims at motivating personnel for higher productivity. Monetary compensation has its own limitations in motivating people for superior performance. Alfie Kohn has gone to the extent of arguing that corporate incentive plans not only fail to work as intended but also undermine the objectives they intend to achieve. He argues that this is due to inadequate psychological assumptions on which reward systems are based. His conclusions are as follows:

- Rewards punish people-their use confirms that someone else is in control of the employee.
- Rewards rupture relationships-they create competition where teamwork and collaboration are desired.
- Rewards ignore reasons-they relieve managers from the urgent need to explore why an employee is effective or ineffective.
- Rewards discourage risk taking-employees tend to do exactly what is required to earn the reward, and not any more.
- Rewards undermine interest-they distract both manager and the employee from consideration of intrinsic motivation. Notwithstanding these arguments, compensation management can be designed to motivate people through monetary compensation to some extent.

3. Optimizing Cost of Compensation

Compensation management aims at optimizing cost of compensation by establishing some kind of linkage with performance and compensation. It is not necessary that higher level of wages and salaries will bring higher performance automatically but depends on the kind of linkage that is established between performance and wages and salaries. Compensation management tries to attempt at this.

4. Consistency in Compensation

Compensation management tries to achieve consistency-both internal and external-in compensating employees. Internal consistency involves payment on the basis of criticality of jobs and employees' performance on jobs. Thus, higher compensation is attached to higher-level jobs. Similarly, higher compensation is attached to higher performers in the same job.

Level of jobs within an organisation is determined by job evaluation. External consistency involves similar compensation for a job in all organisations. Though there are many factors involved in the determination of wage and salary structure for a job in an organisation which may result into some kind of disparity in the compensation of a particular job as compared to other organizations, compensation management tries to reduce this disparity.

4.8 EMPLOYER BRANDING

Q22. Define Employer Branding. What are the steps involved in developing an employer brand.

Ans :

Definition

- i) **According to Martin employee branding is defined** as "It is managing the company's image as run through the eyes of its association and potential hires".

Steps

Step 1: In the first step, the needs and wants of an ideal or ultimate job applicant are determined and these are taken into consideration for deciding as to what and how these needs are to be offered.

Step 2: The second step determines the degree to which the key organizational values supports the creation of brand and which assures that these are installed in the brand presentation until the values are used.

Step 3: The third step outlines the characteristic features based on the analysis and assessment of the areas influencing the perceptions

of employees about the organization as a better working place, the way employees are treated, leadership, quality of management, growth opportunities, work-life balance, involvement with co-employees and the firm's success.

Step 4: In this step, the approaches of other organizations are benchmarked for generating and acquiring new ideas and information in order to improve the brand.

Thus, in this way, an employer brand is developed in an organization.

4.9 EMPLOYEE VALUE PROPOSITION

Q23. Explain the concept of Employee Value Proposition.

Ans :

The employee value proposition of any organization mainly involves the offerings of the organization which the future or current employees value and which would help them to either join or remain with the organization. It also includes remuneration, which is essential but is emphasized more than required or greatly when compared with the other elements. These non-financial factors play a very important role in alluring and holding back the employees. It consists of the attractiveness of an organization, the extent to which the employees act in a responsible manner; respect, work-life balance and opportunities for both personal and professional growth.

The main objective of the management is to become 'an employer of choice', i.e., (the firm wherein the employees wish to work and remain). According to a research conducted by Purcell et al in the year 2003 on employer of choice, it was found out that successful firms fulfill both the needs of the employees i.e., they create a good job and a good environment to work in. These organizations become 'employer of choice' by giving out good work output and an encouraging work environment. The employees love to work in these organizations as their individual needs are fulfilled and they are also allowed to work under a good boss who hears from them and at the same time also allots some power, provides coaching and guidance to them.

Q24. "Developing employee value proposition is good industrial relations. Discuss the critical success factor.

(OR)

Describe the advantages and disadvantages of employee value proposition

Ans : (July-18, June-18)

Advantages

1. It reduces the recruitment expenses.
2. It improves organization's image.
3. It expands employees commitment.
4. It helps in prioritizing the HR practices.
5. It expands in building competitive edge.

Disadvantage

1. The main drawback of EVP is that it is one-sided to some extent. Because it emphasizes only on what employer expects from employee.

4.10 GRIEVANCE REDRESSAL

Q25. Define Grievances. State the various reasons of grievances.

Ans :

Meaning

Grievance can be defined as any discontent or dissatisfaction with any aspect of the organization. When a complaint remains unattended and the employee concerned feels a lack of justice and fair play, then the dissatisfaction grows and assumes a status of grievance. The concept 'grievance', has been variously defined by different authorities.

- i) **According to Keith Davis**, "Grievance is any real or imagined feeling of personal injustice which an employee has concerning his employment relationship".
- ii) **According to Beach**, "Grievance is any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the notice of the management".

iii) **According to Dale Yoder**, "Grievance is a written complaint filed by an employee and claiming unfair treatment."

iv) **According to International Labor Organization**, "Grievance is a complaint of one or more workers in respect of wages, allowances, conditions of work and interpretation of service stipulations, covering such areas as overtime leave, transfer, promotion, seniority, job assignment and termination of service."

v) **According to National Commission on Labor**, "Complaints affecting one or more individual workers in respect of wage payments, overtime, leave, transfer, promotion, seniority, work assignment and discharges constitute grievances."

Reasons of Grievances

Grievances may occur for a number of reasons:

(a) Economic

Wage fixation, overtime, bonus, wage revision, etc. Employees may feel that they are paid less when compared to others.

(b) Work environment

Poor physical conditions of workplace, tight production norms, defective tools and equipment, poor quality of materials, unfair rules, lack of recognition, etc.

(c) Supervision

Relates to the attitudes of the supervisor towards the employee such as perceived notions of bias, favoritism, nepotism, caste affiliations, regional feelings, etc.

(d) Work group

Employee is unable to adjust with his colleagues; suffers from feelings of neglect, victimisation and becomes an object of ridicule and humiliation, etc.

(e) Miscellaneous

These include issues relating to certain violations in respect of promotions, safety methods, transfer, disciplinary rules, fines, granting leave, medical facilities.

Q26. Explain the sources of grievances.*Ans :*

From a practical point of view, it is probably easier to list those items that don't precipitate grievances than to list the ones that do. Employees may use just about any factor involving wages, hours, or conditions of employment as the base of a grievance.

However, certain grievances are more serious, since they're usually more difficult to settle. Discipline cases and seniority problems including promotions, transfers, and layoffs would top this list. Others would include grievances growing out of job evaluations and work assignments, overtime, vacations, incentive plans, and holidays. Here are four examples of grievances:

1. Absenteeism

An employer fired an employee for excessive absences. The employee filed a grievance stating that there had been no previous warnings or discipline to excessive absences.

2. Insubordination

An employee on two occasions refused to obey a supervisor's order to meet with him, unless a union representative was present at the meeting. As a result, the employee was discharged and subsequently filed a grievance protesting the discharge.

3. Overtime

The employer discontinued Sunday overtime work after a department was split. Employees affected filed a grievance protesting loss of the overtime work.

4. Plant rules

The plant had a posted rule barring employees from eating or drinking during unscheduled breaks. The employees filed a grievance claiming the rule was arbitrary.

4.10.1 Grievances Handling Procedure**Q27. Examine the Grievances procedure.****OR**

Narrate the stages of grievances procedure.

*Ans :***(Imp.)**

The four stages of the machinery are briefly discussed here:

1. Initial level at which grievance occurs:

The greatest opportunity to redress a grievance is to resolve it at the initial level at which it occurs. A worker's grievance should be resolved by their immediate boss, the first-line supervisor. The first stage of the procedure usually involves three persons the aggrieved employee, his immediate boss and the union representative.

It is possible to involve the union in laying down the framework of the grievance procedure and thereafter restrain union involvement in the actual process, at least in the first two stages. Supervisory role needs to be strengthened, with appropriate training in problem-solving skills, grievance handling, and counselling.

2. Intermediate stage

If the dispute is not redressed at the initial state at supervisor's level, it is usually referred to the head of the concerned department. It is important that the management assumes prime responsibility for the settlement of a grievance. At the intermediate level, grievance can be settled with or without union involvement.

3. Organization level

If a grievance is not settled at the intermediate level also, it can be referred to the top management. Usually, a person of a level not less than the general manager designated for the purpose directly handles the issue. At this level, it is very difficult to reconcile the conflicting interests.

4. Third-party mediation

If the grievance has not been settled bilaterally within the organization, it goes to a third party for mediation. Arbitration or adjudication or the matter may even be referred to a labour court. At this stage, the parties concerned lose control over the way the grievance is settled.

In case of mediation (conciliation or arbitration), the mediator has no authority to decide, but in case of the labour court or an adjudicator, the decision will be binding on the parties, subject to statutory provisions for appeal to higher courts.

At any stage of the grievance machinery, the dispute must be handled by some members of the management. In grievance redressal, responsibility lies largely with the management and as already discussed, grievances should be settled promptly at the first stage itself.

Q28. What are the objectives of Grievances handling procedure?

Ans :

The following methods can help the employer to identify the grievances:

1. **Directive observation:** Knowledge of human behaviour is requisite quality of every good manager. From the changed behaviour of employees, he should be able to sniff the causes of grievances. This he can do without its knowledge to the employee. This method will give general pattern of grievances. In addition to normal routine, periodic interviews with the employees, group meetings and collective bargaining are the specific occasions where direct observation can help in unfolding the grievances.
2. **Grip boxes:** The boxes (like suggestion boxes) are placed at easily accessible spots to most employees in the organisation. The employees can file anonymous complaints about their dissatisfaction in these boxes. Due to anonymity, the fear of managerial action is avoided. Moreover management's interest is also limited to the free and fair views of employees.
3. **Open door policy:** Most democratic by nature, the policy is preached most but practiced very rarely in Indian organizations. But this method will be more useful in absence of an effective grievance procedure, otherwise the organisation will do well to have a grievance procedure. Open door policy demands that the employees, even at the lowest rank, should have easy access to the chief executive to get his grievances redressed.
4. **Exit interview:** Higher employee turnover is a problem of every organisation. Employees leave the organisation either due to dissatisfaction or for better prospects. Exit interviews may be conducted to know the reasons for leaving the job. Properly conducted exit interviews can provide significant information about the strengths and weaknesses of the organisation and can pave way for further improving the management policies for its labour force.

Q29. What are the benefits of Grievances handling procedure ?

Ans :

Benefits that accrue to both the employer and employees are as follows:

1. It encourages employees to raise concerns without fear of reprisal.
2. It provides a fair and speedy means of dealing with complaints.
3. It prevents minor disagreements developing into more serious disputes.
4. It serves as an outlet for employee frustrations and discontents.
5. It saves employer's time and money as solutions are found for workplace problems. It helps to build an organizational climate based on openness and trust.

Details of a grievance procedure/machinery may vary from organization to organization.

Q30. Differentiate grievance from discipline. Write about the importance of grievance handling machinery in industrial organizations.

Ans :

The following are some of the differences between grievance and discipline,

S.No	Grievance	S.No	Discipline
1.	Dale. S. Beach' defined grievance as any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the attention of management".	1.	'Richard D. Calhoon' defined discipline as "a force that prompts individuals or groups to observe the rules, regulations and procedures which are deemed to be necessary for the effective functioning of an organization".
2.	Grievance is a complaint from employee against the management.	2.	Discipline is a complaint from management against the employee.
3.	Some of the features of grievance are, (i) Grievance is a form of dissatisfaction. (ii) Grievances may be expressed grievances or implied grievances.	3.	Some of the features of discipline are, (i) Discipline is self-control (ii) Discipline is negative and punitive approach.
4.	Grievance redressal machinery is adopted to resolve grievances.	4.	Disciplinary action is undertaken to correct indiscipline.

Importance of Grievance Handling Machinery

The importance of grievance handling machinery can be understood from the following points,

1. Grievance handling machinery resolve grievances and helps in maintaining harmonious industrial relations.
2. It facilitates a channel through which the aggrieved employee can put forward his/her grievance.
3. It gives a chance to all employees/workers to ask their doubts and express their feelings and dissatisfaction.
4. Grievance handling machinery enables the management to know the behaviour and attitude of superior with their subordinates.
5. It encourages the workers to express all the problems faced by them.
6. It improves productivity and morale of employees/workers.
7. It enables peaceful relationship between superior and subordinate.
8. Grievance handling machinery ensures discipline in the organization.
9. It stops minor disagreements growing into serious conflicts.
10. It facilitates fair and speedy means to handle employee grievances.

Q31. Explain about the pros and cons of Grievance Management.*Ans :*

(Dec.-20, Imp.)

Merits

- Investigate and handle each and every case as though it may eventually result in an arbitration hearing.
- Talk with the employee about his grievance; give him a good and full hearing.
- Get the union to identify specific contractual provisions allegedly violated.
- Enforce the contractual time limits.
- Comply with the contractual time limits for the company to handle a grievance.
- Determine whether all the procedural requirements, as dictated by the agreement, have been complied with.
- Visit the work area where the grievance arose.
- Determine if there were any witnesses.
- Examine the relevant contract provisions, and understand the contract thoroughly.
- Determine if there has been equal treatment of employees.
- Examine the grievance personal record.
- Fully examine prior grievance records.
- Evaluate any political connotations of the grievance.
- Permit a full hearing on the issues.
- Identify the relief the union is seeking.
- Treat the union representative as your equal.
- Command the respect of the union representatives.
- Hold your grievance discussions privately.
- Provide the grievance process to non-union members as well.
- Satisfy the union's right to relevant information.
- Demand that proper productivity levels be maintained during the processing of incentive grievances.
- Fully inform your own superior of grievance matters.

Demerits

- Discuss the case with the union steward alone; the grievant should definitely be there.
- Make agreements with individuals that are inconsistent with the labor agreement.
- Apply the grievance remedy to an improper grievance.

- Hold back the remedy if the company is wrong.
- Admit the binding effect of a past practice.
- Relinquish your authority to the union.
- Settle grievances on the basis of what is fair. Instead, stick to the labor agreement which, after all, should be your standard.
- Make mutual consent agreements regarding future action.
- Bargain over items not covered by the contract.
- Concede implied limitations on your management's rights.
- Argue grievance issues of the work premises.
- Treat as "arbitral" claims demanding the disciplining or discharge of management members.

Q32. "Timely grievance management can reduce labour turnover" – Discuss.

Ans. :

(Aug.-17, Imp.)

The labour turn over can reduce through timely Grievance management. It is possible by

1. Identifying Grievances management should identify the dissatisfaction of employ and promptly acknowledge them.
2. The management should define the problem properly after it is identified.
3. The information should be analysed with alternative solutions to the problem.
4. Implementation of the solution must be followed up at every stage in order to ensure effective and speedy implementation.
5. Management should employ right people who have strong skills that match to the job.
6. The behavioural interview conducted to employees will also help to reduce employee turn over
7. Management should offer competitive pay and benefits.
8. Management should recognise and encourage those employees who meet their dead lines with hard work
9. When positive work environment is created, employees are motivated, respected and acknowledged will definitely reduce the employees turn over.
10. The employee turn over will decrease when a projected career path is shown with a sense of direction and purpose.
11. Flexible life/work balance will help for labour retention directly.
12. Management should practice performance reviews and should watch employee trust and satisfaction. The performance reviews will directly reduces the labour turnover.

4.11 STRESS MANAGEMENT

Q33. Define stress. What are the causes of stress?

Ans : (Imp.)

Meaning

Stress is a general term applied to various psychologic (mental) and physiologic (bodily) pressures experienced or felt by people throughout their lives.

Definition

- i) **Stress is defined** as "a state of psychological and physiological imbalance resulting from the disparity between situational demand and the individual's ability and motivation to meet those needs."
- ii) **According to Dr. Hans Selye**, one of the leading authorities on the concept of stress, described stress as "the rate of all wear and tear caused by life."

Stress can be positive or negative :

1. Stress is good when the situation offers an opportunity to a person to gain something. It acts as a motivator for peak performance.
2. Stress is negative when a person faces social, physical, organizational and emotional problems.

Causes

The major causes of stress at work (or) in organization :

1. Career Concern

If an employee feels that he is very much behind in the corporate ladder, then he may experience stress. If he seems that there are no opportunities for self-growth, he may experience stress. Hence, unfulfilled career expectations are the significant source of stress.

2. Role Ambiguity

It occurs when the person doesn't know what he is supposed to do, on the job. His tasks and responsibilities are not clear. The employee is not sure what he is expected to do. It creates confusion in the minds of the worker and results in stress.

3. Rotating Work Shifts

Stress may occur in those individuals who work on different work shifts. Employees may be expected to work on day shift for some days and then on the night shift. That may create problems in adjusting to the shift timings, and it can affect not only personal life but also family life of the employee.

4. Role Conflict

It takes place when people have different expectations from the person performing a particular role. It can also occur if the job is not as per expectation, or when a job demands a certain type of behavior that is against the person's moral values.

5. Occupational Demands

Some jobs are more demanding than others. Jobs that involve risk, and danger are more stressful. Research findings indicate, job that cause stress needs constant monitoring of equipments and devices, unpleasant physical conditions, making decisions, etc.

6. Lack of Participation in Decision-making

Many experienced employees feel that management should consult them on matters affecting their jobs. In reality, the superiors hardly ask the concerned employees before taking a decision. That develops a feeling of being neglected, which may lead to stress.

7. Work Overload

Excessive workload leads to stress as it puts a person under tremendous pressure. Work overload may take two different forms :

- (a) Qualitative work overload implies performing a job that is complicated or beyond the employee's capacity.
- (b) Quantitative work overload is a result of many activities performed in a prescribed time.

8. Work Underload

In this, case, too little work or very easy work is expected on the part of the employee. Doing less work or jobs of routine and simple nature would lead to monotony and boredom, which can lead to stress.

9. Poor Working Conditions

Employees may be subject to poor working conditions. It would include bad lighting and ventilation, unhygienic sanitation facilities, excessive noise, and dust, presence of toxic gasses and fumes, inadequate safety measures, etc. All these unpleasant conditions create physiological and psychological imbalance in humans thereby causing stress.

10. Lack of Group Cohesiveness

Every group is characterized by its cohesiveness, although they differ widely in its degree. Individuals experience stress when there is no unity among work group members. There are mistrust, jealousy, frequent quarrels, etc., in groups and this lead to stress to employees.

11. Interpersonal and Intergroup Conflict

These conflicts take place due to differences in perceptions, attitudes, values and beliefs between two or more individuals and groups. Such conflicts can be a source of stress for group members.

12. Organizational Changes

When changes occur, people have to adapt to those changes, and this may cause stress. Stress is higher when changes are significant or unusual like transfer or adoption of new technology.

13. Lack of Social Support

When individuals believe that they have the friendship and support of others at work, their ability to cope with the effects of stress increases. If this kind of social support is not available, then an employee experiences more stress.

4.12 PSYCHOLOGICAL CONTRACT

Q34. What is Psychological Contract? Explain various phases of Psychological Contract.

Ans :

Meaning

The psychological contract is certainly an important aspect of the employment relationship as it invisibly binds the employer and the employee

through a set of expectations. For the individual in an organisation, the psychological contract is mostly relevant as it directly affects the level of motivation, commitment and morale of that person. Moreover, a positive psychological contract helps to boost the productivity and performance of an employee.

Thus, to gain the commitment and loyalty of individual employees, it becomes essential that organisations put in place appropriate systems to foster the identification of employee expectations and ways to fulfill them. However, expectations are not easily identified, both on the employers and employees side. These often give rise to breaches on behalf of either one or both parties.

The maintaining of a positive psychological contract with all members of an organisation thus becomes a primary focus of the HR practitioner and HR practices play an important part in that if those are carefully linked to the psychological contract.

Phases**1. Pre-Employment**

The first phase of a psychological contract is known as pre-employment. During the pre-employment phase, the initial expectations between an employee and employer are developed and established. These initial expectations are established via societal beliefs coupled with professional norms. Societal beliefs and professional norms are influenced in part by information gleaned about the organization itself. They are also impacted by the portrayal of occupations in the media.

2. Recruitment

Two-way communication between a prospective employee and employer underlies the recruitment phase of a psych contract. During the recruitment process, specific promises are exchanged between a prospective employee and employer. The initial set of promises set forth during the recruitment process can form the basic content included within the four corners of a written employment agreement that may be entered into between the parties. Moreover, these initial promises set the parameters for the future phases of a psych contract.

3. Early Socialization

During the early socialization phase of a psych contract, the parties carry on in their search for information about their counterparts. This includes seeking and obtaining data from multiple sources. Promises between the parties continue to develop. As is the case with the recruitment phase, these additional promises set parameters and provide guidance during the future phases of a psych contract.

4. Later Experiences

The next stage of a psych contract centres on later experiences between the parties after an employee has begun to establish his or her self with an employer. By this time, the exchange of promises between the parties has slowed down. At this juncture, some alterations to the psych contract may begin to occur. The reason alterations might be undertaken at this stage is because the promises and expectations are no longer theoretical.

5. Evaluation

The final stage of a psych contract is one in which an evaluation of what is happening between the employer and employee occurs. As an evaluation of the reciprocal agreement between the parties, proposed changes will start to come forth.

An organization and a person seeking employment benefits by understanding the attributes of a psych contract. A person with a human resources degree can enhance his or her own job performance with a keen understanding of a psychological contract.

Q35. "Developing psychological contract is the essence of success of HR management". Examine.

Ans : (Aug.-17)

The following are the various steps involved in developing and maintaining psychological contract,

Step-1

The expectations must be clarified while conducting recruitment and the induction programmes.

Step-2

Communication and expectations must be clearly defined to the employees as this helps in improving their performance management practices.

Step-3

A policy of transparency on policies and procedures of company should be followed along with various decisions and proposal of the management which influences the people.

Step-4

People should be treated as shareholders based on the cooperation and harmony but control and coercion should be avoided.

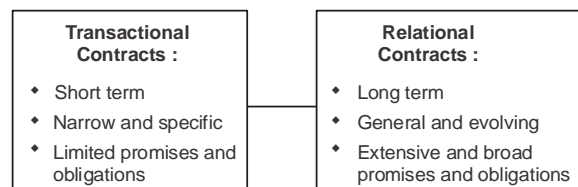
Q36. Discuss the various types of psychological contract.

(OR)

How do you classify the psychological contract? Explain.

Ans : (June-19)

The types of psychological contracts are shown in figure aside :



1. Transactional Contracts

They are primarily short- term economic exchanges. Responsibilities are well defined around a fairly narrow set of obligations that do not change over the life of the contract. People hired in temporary positions and as consultants tend to have transactional contracts. To some extent, new employees also form transactional contracts until they develop a sense of continuity with the organization.

2. Relational Contracts

Relational contracts, on the other hand, are rather like marriages; they are long-term

attachments that encompass a broad array of subjective mutual obligations. Employees with a relational psychological contract are more willing to contribute their time and effort without expecting the organization to payback this debt in the short-term.

Relational contracts are also dynamic, meaning that the parties are more flexible regarding when they expect a payback for their contributions to the relationship. Not surprisingly, organizational citizenship behaviors are more likely to prevail under relational than transactional contracts. Permanent employees are more likely to believe they have a relational contract.

4.13 EMPLOYEE ENGAGEMENT, INVOLVEMENT AND LOYALTY

Q37. Explain about Employee Engagement.

Ans : (Imp.)

Employee engagement is a workplace method designed to improve an employee's feelings and emotional attachment to the company, their job duties, position within the company, their fellow employees, and the company culture. HR departments can use employee engagement tactics to boost well-being and productivity across all company levels.

There are five key roles that every HR department should fulfill when it comes to improving employee engagement.

1. **Executive Leadership:** As the employee engagement champions, the HR department should take an executive leadership role when it comes to identifying and investing in ways to improve engagement tactics. The HR department is also responsible for ensuring transparency and understanding in regards to the company expectations for each employee.
2. **Employee Engagement:** HR professionals within the company should be experts in what employee engagement is. They are the ones who understand the importance of employee engagement in HR, what methods best drive

employee engagement, how these tactics can be measured, and what steps must be taken to continuously improve engagement approaches.

3. **Training:** HR is also responsible for training, guiding, and coaching department managers in how they can better engage their staff. As employee engagement consultants, HR needs must also lead by example when it comes to maintaining an open dialog, regularly addressing causes deterring the success of employee engagement approaches, pointing out and applauding progress, and looking past scores and metrics to focus on the betterment of the employee.
4. **Activities:** Though employee engagement is a serious element of business success in which HR plays an important role, it's also their duty to fulfil the role of engagement humorist by bringing enthusiasm, excitement, and inspiration to the process. By introducing, implementing, and organizing employment engagement activities, HR can foster a stimulating workplace that values the individual contributions of each employee and recognizes productive collaboration.
5. **Measurement Lastly:** The HR department must play the role of gatekeeper for employment engagement. Regular surveys, department check-ins, and other means of measurement, help HR pros develop and implement specific action plans that can be frequently discussed and addressed with team managers. Instead of focusing solely on data, analytics, benchmark goals, and ranking numbers, the HR department must place strict emphasis on the specific dialog and methods that positively influence employee engagement.

All in all, employee engagement in HR helps to ensure that all employees feel engaged and empowered to put their best foot forward. Employees who feel engaged are proven to not only be more productive and content in their job role, but they are also more loyal to the company and more driven to contribute to overall business success.

Q38. Enumerate the importance of Employee Engagement Index.*Ans :* (June-18)

The importance of Employee Engagement index can be understood from the following points,

1. Employee engagement index is the valuable tool to measure employee engagement.
2. Employee engagement index helps the management in keeping itself updated with the issues faced by employees.
3. Employee engagement index assists the management in optimum utilization of employees skills.
4. Employee engagement index measures the contribution of employees towards the organizational success.
5. Employee engagement index is a measurement tool to measure employees engagement with their respective job.
6. The results obtained from Employee engagement index helps the organization in identifying its unique areas of strengths.

Q39. Define employee involvement. What are the objectives of employee involvement?*Ans :***Meaning**

Employee involvement is regarded as the powerful behavioural tool for managing the industrial relations system. This is being viewed differently by different people. It is a joint consultation prior to decision making. The management experts look upon it as a tool for improving the overall performance of an enterprise. For them it means that employees are given an opportunity to take part in the decisions that concern them most.

Objectives

The objectives of the employee involvement are:

1. **To Make Worker's Role Important:** The basic objective of employee's involvement is to make employees' role important in an

organisation. For successfully attaining the objectives and goals of the organisation, it is essential to make employees' involved in the achievement of goal because without them it is not possible to achieve the goals.

2. **To Increase Productivity:** When employees are involved in the decision making with the management, this motivates them and their morale increases. This leads to increase in their efficiency which brings increase in the level of productivity.
3. **To Satisfy the Needs of the Employees:** Every employee wants to be recognized for his capabilities, so participation in management makes them feel recognized and they will be motivated to perform hard work. And moreover, employees social and esteem needs will also be satisfied.
4. **To Develop Human Personality:** The employees' involvement in management gives them opportunity to express themselves. They express their views freely at various levels and their hidden talent comes out. Thus they get an opportunity to develop their personality.
5. **To Strengthen the Employee Management Cooperation:** Coordination and cooperation between the employees and management improves the relationship between them. Employees don't feel neglected and when they participate in decision making they feel recognized. And their relations with their superiors also improve.

Q40. What are the features of employee involvement?*Ans :*

The features of employee involvement are:

1. Employee involvement means emotional and mental involvement and not only the physical involvement.
2. Employee involvement is done through the representatives of the employees.
3. Employee involvement can be formal and informal.

4. Collective bargaining and employee involvement is different.
5. Employee involvement is done at the different levels of management.

Q41. What are the essential elements of employee involvement?

Ans :

1. **Free Flow of Communication:** For making the employee involvement in management a success, there should be a free flow of information. Because through communication employees can express their views freely and don't hesitate. This two way communication is necessary for both employees and management.
2. **Impartial of Both Employers and Employees:** Both employers and employees should express their ideas and views. There should be no personal benefit for both. The employee involvement in management scheme cannot be successful unless the employer and employee should have positive attitude towards each other.
3. **Wide Publicity:** Employee should know the benefits of their participation with the management in decision making. If they don't know the importance of involvement, they will not express their views freely and will not be able to provide fruitful suggestions.
4. **Responsible Trade Union:** Not only the trade unions should be stronger but they should be responsible also. So that they contribute in the success of employee involvement. Responsible trade union will look for the interest of both the employees and the management to facilitate effective decision making.
5. **Mutual Trust:** For making employee involvement in management a success, there is a need that management and employees should trust each other and also cooperate with each other. If they don't have faith in each other, their relations will be disturbed and employee involvement will lose its importance.

6. **Idea from within:** When involved with the management in the decision making, the employees should give the ideas, which come straight from their heart. They should not have to fulfill any legal formality while giving their views. So they should suggest what they feel.

7. **Arrangement of Training:** Employees should be properly trained and while their training they should be made clear about the benefits and their participation with the management. Training will also improve their skills and they will provide good suggestions to the management.

8. **Implementation of Decision:** For making the employees involvement in management a success there is a need to implement the decisions which are suggested by the employees. By this employees will be motivated and also suggest good ideas in future. The delay in implementation of the decisions can adversely affect the morale.

Q42. State the various levels of employee involvement.

Ans :

The following are the different levels of the employee involvement:

1. **Informative Level:** This is the lowest level of the employee involvement. In this the employees are allowed to obtain the required information from the management and can also present their views to the superior. It is the first level of involvement of the employees with the management.
2. **Consultive Level:** This is the second step in the employee involvement with the management. In this suggestions relating to the welfare of the employees are invited from the employees. But this is not necessary that these suggestions will be implemented or not.
3. **Decision Making Level:** This is the highest level of involvement of the employees in the management. In this employees are involved in decision-making process relating to different matters in the organisation. So we can say that at this level both the employees and the management take decision with the cooperation with each other.

Q43. What is employee loyalty? Explain the importance of employee loyalty.

Ans : (Imp.)

Meaning

Employee loyalty is when an employee remains with a company for a lengthy period because they feel valued, appreciated and believe in the company's overall mission. Employees who are loyal to a company are likely more invested in the company's success and work towards meeting organizational goals.

Importance

1. **Improve productivity:** Loyal employees are more likely to seek improvement and success in the workplace. Employees that emulate positivity and motivation can transfer that same motivation and positivity to other employees.
2. **Impact customer experience:** Employees that value the company and its values can pass those values to each customer through daily interactions. This can increase customer loyalty and increase the community awareness of your company.
3. **Improve corporation's image:** Employee satisfaction can influence the company's image. Improving your employee's satisfaction with the company can help improve the corporation's image.
4. **Increase production:** Motivated employees are more likely to meet or exceed production goals even during periods of high production or increased stress. They can also discover methods to help other employees reach or exceed production goals.
5. **Enable growth and improvement:** Many loyal employees are likely to be change agents or those individuals that adopt new policies or changes first. This can increase the effectiveness of improvement efforts and allow organizational growth.
6. **Increase hiring capabilities:** Employees who feel valued in an organization might encourage other job seekers to work for your organization. This can help you fill available positions faster and source new company talent.

4.14 PEAK PERFORMANCE MODELLING FOR HUMAN CAPABILITY

Q44. Discuss about Peak Performance Modelling.

Ans : (Imp.)

Peak performance model describes how an organization can improve its performance from average to excellent and how it can differentiate itself from the competitors.

Each component is discussed as follows,

1. Lean

Lean is considered to be an effective process for performance improvement in companies. Many organizations implemented "lean" and achieved excellence in performance. Some of the areas where lean has been successfully implemented include research and development, health and care industry, government, engineering etc.

A lean-thinking leader follows a continuous improvement strategy by thinking and acting strategically and makes sure that this strategy is aligned with the work and processes of business. He/she tends to show behaviors such as, focussing on employees, understanding the needs of customers and improving services, creating a culture of continuous improvement etc.

2. Human Performance Improvement

It is the human beings who perform the work at workplace. Their actions, their behaviors, their emotions have lot to do with the work performance. It is essential to understand the type of behavior individuals maintain at workplace. The behaviors may be assertive, aggressive or passive aggressive. While some behaviors contribute much to improvement in work quality, productivity and overall organizational performance, other behavior may be a cause of many problems in the organization.

Apart from behaviors, it is also essential to check on the emotions of people because emotions can impact the decisions, actions and productivity to a large extent. Behaviors and emotions can collectively impact everything right from one's ability to make decisions to following instructions and solving problems.

3. Operational Excellence

Operational excellence is the mindset to achieve excellence throughout the organization using certain tools and principles. To achieve operational excellence, the organization should adopt a methodology of continuous improvement in all the areas of business. Both employees and leaders should equally contribute to achieve the excellence.

Peak performance can be attained by focussing on the key elements of operational excellence i.e.,

- (a) Continuous improvement.
- (b) Innovative thinking.
- (c) Acquisition of high performing workforce.
- (d) Culture.
- (e) Creation of work-flow standards for consistency across the operations etc. All these components can collectively help the company yield the best output.

4. Organization Culture

Culture has a significant role to play in making the work environment effective. To attain peak performance, it is very important to have a culture in organization which serves as a basis for work achievement and decision making. Organizational culture include aspects such as values, language, rituals, norms, artifacts, symbols etc. It is the organization culture that influences the people behavior, their actions and reactions, which in turn will improve organizational performance.

4.15 HUMAN CAPABILITY AND HUMAN COMPETENCY

Q45. What do you mean by Human Capability and Human Competency? Explain the differences between them.

Ans :

Human Capability

Human capability refers to a quality of individual which shows how capable he/she is. It enables individual to acquire and learn knowledge and do things within his capacity.

Human Competency

Human competency refers to the state or quality of an individual's work. Competency of a person and his work is evaluated if his performance is satisfactory.

S.No.	Nature	Human capability	Human competency
1.	Meaning	It describes quality of being capable.	It describes quality of an individual work's
2.	Evolution	It was evolved in 1587 but its started in 1778.	It was evolved in 1632 but it was used after 1790.
3.	Other name	The other name is implied abilities.	The other name is improved capabilities.

Short Question and Answers

1. What is code of conduct.

Ans :

A code of conduct is a set of rules outlining the social norms, religious rules and responsibilities of and or proper practice for an individual.

Generally, the code of conduct is written for employees of a company, who protect the business and informs the employee of the company's expectation. It is important even for the small companies to have a code of conduct so that employees are aware of the company's expectation of them in terms of behavior. The below explained code of conduct sample outlines the major guidelines to be followed by an employee.

Code of conduct is important in order to make conducive culture in the organization, however, code of conduct alone cannot help. It is also the management responsibility to walk the talk. Senior leaders must manifest ethics in attitude and behavior. The employees of an organization big or small must be well trained in implementing the right conduct in their professional work and behavior. It must also be continuously observed by senior management to check whether the code of conduct policies needs any improvement or not.

2. Ethics.

Ans :

- i) According to Keith Davis and associates define ethics as a set of rules that define right and wrong conduct.
- ii) According to Shea, ethics are the principles of conduct governing an individual or profession and "standards of behaviour".
- iii) According to Brian Harvey, ethics stands for a practice as well as a reflection on that practice.

- iv) According to Oxford dictionary defines ethics as morals, treating of moral questions, morally correct, honourable.
- v) Ethics can be defined as principles of behaviour that differentiates between the right from the wrong.

3. Define discipline.

Ans :

According to William R. Spriegal, "Discipline is the force that prompts an individual or group to observe rules, regulations and procedures that are deemed necessary to the attainment of an objective." Discipline means following of rules and regulations and orderliness. It means orderly conduct of affairs by the employees of an enterprise. Imposing self-discipline on oneself is very important for success. One must train himself to correct self behaviour and avoid repeating the past mistakes.

4. Group Dynamics

Ans :

According to Kurt Lewin, "Group dynamics deal with internal nature of groups, how they are formed, what structure and processes they adopt, how they function and affect individual members, other groups and the organization".

Thus, group dynamics is a social process by which people interact face to face in small groups. It encompasses the dynamics of interaction patterns within the group, the subtle and the non-subtle pressures exerted by group members, the manner in which decisions are made in the group, how work gets done and how member needs are satisfied.

5. What is learning organization.

Ans :

According to B. P. Robbins and M. Coulter, "Learning organisation is the one that has developed the capacity to continuously learn, adapt, and change".

Organisations operate in the dynamic environment. There are continuous innovations in information and computer technologies. Markets are global and customers are spread worldwide. Though the world has become global, customers all over the world are not the same. They are guided by their country's culture, attitudes and beliefs.

6. Standing order?

Ans :

'Standing order means rules of conduct for workmen employed in industrial establishments. It is the duty of the employer not only to certify the standing orders but make it known to the workmen and thereby it is obligatory on the part of workman to comply with the provisions of the standing orders. The standing orders provide the management with a basis for taking disciplinary action against employees in an organisation.

In the absence of its own standing orders, the establishment has to follow model standing orders. Model standing orders specify the terms and conditions which govern day-to-day employer-employee relationships, infringement of which could result in a charge of misconduct. It means rules relating to matters set-out in the schedule in Standing Order Act 1946.

7. What is compensation management?

Ans :

Compensation management, also known as wage and salary administration, remuneration management, or reward management, is concerned with designing and implementing total compensation package. The traditional concept of wage and salary administration emphasized on only determination of wage and salary structures in organizational settings. However, over the passage of time, many more forms of compensation as discussed earlier, entered the business field which necessitated to take wage and salary administration in comprehensive way with a suitable change in its nomenclature.

8. Employee Value Proposition

Ans :

The employee value proposition of any organization mainly involves the offerings of the organization which the future or current employees value and which would help them to either join or remain with the organization. It also includes remuneration, which is essential but is emphasized more than required or greatly when compared with the other elements. These non-financial factors play a very important role in alluring and holding back the employees. It consists of the attractiveness of an organization, the extent to which the employees act in a responsible manner; respect, work-life balance and opportunities for both personal and professional growth.

9. Grievance

Ans :

Grievance can be defined as any discontent or dissatisfaction with any aspect of the organization. When a complaint remains unattended and the employee concerned feels a lack of justice and fair play, then the dissatisfaction grows and assumes a status of grievance. The concept 'grievance', has been variously defined by different authorities.

- i) **According to Keith Davis**, "Grievance is any real or imagined feeling of personal injustice which an employee has concerning his employment relationship".
- ii) **According to Beach**, "Grievance is any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the notice of the management".
- iii) **According to Dale Yoder**, "Grievance is a written complaint filed by an employee and claiming unfair treatment."
- iv) **According to International Labor Organization**, "Grievance is a complaint of one or more workers in respect of wages, allowances, conditions of work and interpretation of service stipulations, covering such areas as overtime leave, transfer, promotion, seniority, job assignment and termination of service."
- v) **According to National Commission on Labor**, "Complaints affecting one or more individual workers in respect of wage payments, overtime, leave, transfer, promotion, seniority, work assignment and discharges constitute grievances."

10. Define stress.

Ans :

Stress is a general term applied to various psychologic (mental) and physiologic (bodily) pressures experienced or felt by people throughout their lives.

Definition

- i) **Stress is defined** as "a state of psychological and physiological imbalance resulting from the disparity between situational demand and the individual's ability and motivation to meet those needs."
- ii) **According to Dr. Hans Selye**, one of the leading authorities on the concept of stress, described stress as "the rate of all wear and tear caused by life."

Stress can be positive or negative :

1. Stress is good when the situation offers an opportunity to a person to gain something. It acts as a motivator for peak performance.
2. Stress is negative when a person faces social, physical, organizational and emotional problems.

11. What is Psychological Contract?

Ans :

The psychological contract is certainly an important aspect of the employment relationship as it invisibly binds the employer and the employee through a set of expectations. For the individual in an organisation, the psychological contract is mostly relevant as it directly affects the level of motivation, commitment and morale of that person. Moreover, a positive psychological contract helps to boost the productivity and performance of an employee.

Thus, to gain the commitment and loyalty of individual employees, it becomes essential that organisations put in place appropriate systems to foster the identification of employee expectations and ways to fulfill them. However, expectations are not easily identified, both on the employers and employees side. These often give rise to breaches on behalf of either one or both parties.

12. Features of employee involvement?

Ans :

The features of employee involvement are:

- i) Employee involvement means emotional and mental involvement and not only the physical involvement.
 - ii) Employee involvement is done through the representatives of the employees.
 - iii) Employee involvement can be formal and informal.
 - iv) Collective bargaining and employee involvement is different.
 - v) Employee involvement is done at the different levels of management.
-

13. What is Quality of Worklife?

Ans :

Meaning

The term Quality of Work Life (QWL) aims at changing the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial systems. It takes into consideration the socio-psychological needs of the employees. It seeks to create such a culture of work commitment in the organizations which will ensure higher productivity and greater job satisfaction for the employees.

Quality of work life refers to the favorableness or unfavorableness of the job environment of an organization for its employees. It is generic term which covers a person's feelings about every dimension of his work e.g. economic incentives and rewards, job security, working conditions, organizational and interpersonal relationships etc. The term QWL has different meanings for different people.

Definitions

A few important definitions of Quality of Work Life (QWL) are as follows:

- i) **According to Harrison**, "Quality of Work Life is the degree to which work in an organization contributes to material and psychological well being of its members."
- ii) **According to D.S.Cohan**, "Quality of Work Life is a process of joint decision making, collaborations and building mutual respect between management and employees."
- iii) **According to the American Society of Training and Development** "Quality of Work Life is a process of work organization which enables its members at all levels to participate actively and effectively in shaping the organizations' environment, methods and outcomes. It is a value based process which is aimed towards meeting the twin goals of enhanced effectiveness of the organization and improved quality of life at work for the employees".

Choose the Correct Answer

1. Stress management is about learning [b]
 - (a) How to avoid the pressures of life
 - (b) How to develop skills that would enhance our body's adjustment when we are subjected to the pressures of life
 - (c) Both 'A' & 'B' are true
 - (d) None of the above
2. Which of the following statements is true about stress management [d]
 - (a) Stress management is learning about the connection between mind and body
 - (b) Stress management helps us control our health in a positive sense
 - (c) Stress management teaches us to avoid all kinds of stress
 - (d) Only 'A' & 'B' are right
3. Which of the following are the basic sources of stress [d]
 - (a) The Environment
 - (b) Social Stressors
 - (c) Physiological
 - (d) All of the above
4. The indicators to show the job accomplishment and to measure the performance of key areas of job are classified as [a]
 - (a) performance standards
 - (b) mobility standards
 - (c) description standards
 - (d) responsive standards
5. Compensation can be _____ benefits. [c]
 - (a) Monetary
 - (b) Non-monetary
 - (c) both 'A' and 'B'
 - (d) None of the above
6. Wages represents _____ rates of pay. [a]
 - (a) Hourly
 - (b) Daily
 - (c) Weekly
 - (d) Monthly
7. _____ are also called 'payments by results'. [c]
 - (a) allowances
 - (b) claims
 - (c) incentives
 - (d) fringe benefits
8. The following is paid only at the time of employees exit after serving more than five years [c]
 - (a) Perquisites
 - (b) Claims
 - (c) Gratuity
 - (d) Allowances
9. The remuneration system needs to meet the following type(s) of equity [d]
 - (a) Internal
 - (b) External
 - (c) Individual
 - (d) All of the above

10. Which of the following factor influence(s) employee compensation? [d]
- (a) Labour market
 - (b) Cost of living
 - (c) Labour unions
 - (d) All of the above
11. Any compensation plan must be [a]
- (a) Understandable, workable, acceptable
 - (b) Reasonable, workable, acceptable
 - (c) Understandable, feasible, acceptable
 - (d) Understandable, workable, compensable

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Fill in the Blanks

1. A _____ is a set of rules outlining the social norms, religious rules and responsibilities of and or proper practice for an individual.
2. The term "ethics" is derived from the Greek word "ethos" which refers to _____.
3. _____ popularised the term group dynamics in 1930's.
4. _____ is a process of joint decision making, collaborations and building mutual respect between management and employees."
5. _____ means rules of conduct for workmen employed in industrial establishments.
6. Compensation management, also known as _____.
7. _____ the employees are paid based on performance to motivates the employees to perform well.
8. _____ reward the employees by providing them a part of total company's profits based on a specific criteria.
9. ESOP stands for _____
10. _____ can be defined as any discontent or dissatisfaction with any aspect of the organization.

ANSWERS

1. Code of conduct
2. Character
3. Kurt Lewin
4. Quality of Work Life
5. Standing order
6. Wage and salary administration
7. Merit Based Pay
8. Profit sharing plans
9. Employee Stock Ownership Plan
10. Grievance

One Mark Answers

1. Ethics

Ans :

Ethics refers to well-founded standards of right and wrong that prescribe what humans ought to do, usually in terms of rights, obligations, benefits to society, fairness, or specific virtues.

2. Positive Discipline

Ans :

Positive discipline is the result of effective leadership and training. It is because of a kind of frame of mind shaped up because of better organisational climate, motivation, incentive payments. Superiors attitude towards their subordinates play a key role in shaping the positive and favourable behaviour from the employees. Positive discipline results from self restraint and self discipline. Positive discipline helps in achieving coordination and cooperation, boosts up morale, develops self expression and creativity.

3. Negative Discipline

Ans :

Opposite of this discipline can be negative or enforced which is as the name suggests is enforced on individual and he is forced to follow orders, rules and regulations and behaves in a desired manner. Non observance invites penalties and punishment.

4. Stress

Ans :

Stress is defined as "a state of psychological and physiological imbalance resulting from the disparity between situational demand and the individual's ability and motivation to meet those needs."

5. Employee Engagement.

Ans :

Employee engagement is a workplace method designed to improve an employee's feelings and emotional attachment to the company, their job duties, position within the company, their fellow employees, and the company culture.

UNIT V

EMERGING HR TRENDS :

Workforce Diversity, Inclusivity & Equity. HR analytics, Empowering skills by Emotional Intelligence, Work life conflicts & integration. International HRM, Global HRM, Sustainable HRM, Strategic HRM & Agile HRM. HR Score card. Intelligent tutoring systems. Organizational Change, Design, Effectiveness & Development. Professional & Psychological Counseling for Pandemics, Jobloss, Mergers & Acquisitions.

5.1 WORKFORCE DIVERSITY, INCLUSIVITY & EQUITY

Q1. Define the following terms :

- (i) **Workforce Diversity**
- (ii) **Workforce Inclusivity**
- (iii) **Workforce Equity**

Ans :

(i) **Workforce Diversity**

Workforce diversity may be defined as workforce varying in terms of gender, nation, religion, culture, age, origin, race, physical ability and so on.

Diversity is something that differentiate one person from another person.

(ii) **Workforce Inclusivity**

Workforce Inclusivity refers to developing and maintaining a strong sense of belonging by inviting and valuing authentic contribution and by encouraging participation of workforce.

The three elements of inclusion are belonging, respect and support. Belonging refers to an individual's feeling of acceptance, respect is the extent to which an individual feels that he/she is given value. Support is the extent to which an individual is encouraged to utilize his/her full potential. The workplace is said to be inclusive when it contains all these elements.

(iii) **Workforce Equity**

Equity means providing equal access. Workforce equity means providing equal opportunities and equal resources to workforce.

5.2 HR ANALYTICS

Q2. Define HR Analytics. Explain the various metrics of HR Analytics.

Ans :

Meaning

HR analytics also known as people analytics is the collection and application of talent data to improve critical talent and business outcomes. HR analytics leaders enable HR leaders to develop data-driven insights to inform talent decisions, improve workforce processes and promote positive employee experience.

Here are some common metrics tracked by HR analytics:

- 1 **Revenue per employee:** Obtained by dividing a company's revenue by the total number of employees in the company. This indicates the average revenue each employee generates. It is a measure of how efficient an organization is at enabling revenue generation through employees.
2. **Offer acceptance rate :** The number of accepted formal job offers (not verbal) divided by the total number of job offers given in a certain period. A higher rate (above 85%) indicates a good ratio. If it is lower, this data can be used to redefine the company's talent acquisition strategy.

3. **Training expenses per employee:** Obtained by dividing the total training expense by the total number of employees who received training. The value of this expense can be determined from measuring the training efficiency. Poor efficiency may lead you to re-evaluate the training expense per employee.
 4. **Training efficiency:** Obtained from the analysis of multiple data points, such as performance improvement, test scores, and upward transition in employees' roles in the organization after training. Measuring training efficiency can be crucial to evaluate the effectiveness of a training program.
 5. **Voluntary turnover rate:** Voluntary turnover occurs when employees voluntarily choose to leave their jobs. It is calculated by dividing the number of employees who left voluntarily by the total number of employees in the organization. This metric can lead to the identification of gaps in the employee experience that are leading to voluntary attrition.
 6. **Involuntary turnover rate:** When an employee is terminated from their position, it is termed "involuntary." The rate is calculated by dividing the number of employees who left involuntarily by the total number of employees in the organization. This metric can be tied back to the recruitment strategy and used to develop a plan to improve the quality of hires to avoid involuntary turnover.
 7. **Time to fill:** The number of days between advertising a job opening and hiring someone to fill that position. By measuring the time to fill, recruiters can alter their recruitment strategy to identify areas where the most time is being spent.
 8. **Time to hire:** The number of days between approaching a candidate and the candidate's acceptance of the job offer. Just like time to fill, data-driven analysis of time to hire can benefit recruiters and help them improve the candidate experience to reduce this time.
 9. **Absenteeism:** Absenteeism is a productivity metric, which is measured by dividing the number of days missed by the total number of scheduled workdays. Absenteeism can offer insights into overall employee health and can also serve as an indicator of employee happiness.
 10. **Human capital risk:** This may include employee-related risks, such as the absence of a specific skill to fill a new type of job, the lack of qualified employees to fill leadership positions, the potential of an employee to leave the job based on several factors, such as relationship with managers, compensation, and absence of a clear succession plan. HR analytics can be used to measure all these metrics.
-
- Q3. What are the benefits of human resource analytics?**
- Ans :* Some of the merits/benefits/advantages of HR analytics are as follows,
1. HR analytics helps in making accurate decisions, without much dependence on guess-work.
 2. It helps the organization develop strategies for employee retention.
 3. HR analytics can help answer questions such as,
 - (a) How much does it take to hire new employees?
 - (b) How much investment is needed to improve employees productive speed?
 - (c) Which employees may leave the organization within the year?
 - (d) Is there is any impact of learning and development programmes on the performance of employees?
 4. HR analytics ensures detailed performance management, career development and succession planning which in turn will lead to improved employee productivity.

5. It strengthens the employees trust by providing transparency, easy access and data security.
6. It helps the organization find out reasons for employee turnover rates and helps in improving the retention rate. This will further lead to cost savings in recruitment.
7. It enables the HR manager to better understand the employee experience through metrics like absenteeism, attendance and productivity. By analyzing these metrics, areas of improvement can be found out and strategies can be developed to improve employee satisfaction and experienced.

5.3 EMPOWERING SKILLS BY EMOTIONAL INTELLIGENCE

Q4. "Managing emotions positively leads to enhancing competencies at work". Discuss.

(OR)

What is Emotional Intelligence? State the components of Emotional Intelligence.

Ans : (July-18)

Meaning

Emotional intelligence (EI) refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it's an inborn characteristic.

The ability to express and control emotions is essential, but so is the ability to understand, interpret, and respond to the emotions of others. Imagine a world in which you could not understand when a friend was feeling sad or when a co-worker was angry.

Components

1. Perceiving emotions

The first step in understanding emotions is to perceive them accurately. In many cases, this

might involve understanding nonverbal signals such as body language and facial expressions.

2. Reasoning with emotions

The next step involves using emotions to promote thinking and cognitive activity. Emotions help prioritize what we pay attention and react to; we respond emotionally to things that garner our attention.

3. Understanding emotions

The emotions that we perceive can carry a wide variety of meanings. If someone is expressing angry emotions, the observer must interpret the cause of the person's anger and what it could mean. For example, if your boss is acting angry, it might mean that they are dissatisfied with your work, or it could be because they got a speeding ticket on their way to work that morning or that they will be fighting with their partner.

4. Managing emotions

The ability to manage emotions effectively is a crucial part of emotional intelligence and the highest level. Regulating emotions and responding appropriately as well as responding to the emotions of others are all important aspects of emotional management.

Q5. Explain the characteristics of emotional intelligence.

Ans :

The following are the characteristics of emotional intelligence :

1. Self-awareness

This is the ability for one to recognize and describe their own emotions, strengths, limitations, etc. and to understand how these qualities radiate into the world around you, inevitably affecting others in various and complex ways.

2. Self-regulation

This is the ability to manage impulse and control your outward displays of emotions to use them for your benefit. This can help you when it comes to adapting to change, using rational thinking in times of stress, and with designating yourself as a stable and reliable source of support within your organization.

3. Empathy

This involves understanding other people's emotions. Being compassionate comes from developing strong empathy. When you are outwardly empathetic, people know that you care about and understand them.

4. Motivation

This consists of enjoying working toward your goals for the sake of self-accomplishment rather than money or power. This helps to improve your productivity, increases self-confidence, and creates a positive example in your teams.

5. Social skills

This speaks to managing relationships at work so that the overall culture is one of positivity and respect. Strong social skills lead to developing rapport with your employees and earning trust and respect from your teams. This will help you listen well when employees come to you with issues, and you will be able to better understand their needs and identify ways to be a source of support.

Q6. Elucidate the objectives of emotional intelligence.

Ans : (June-18)

The objectives of emotional intelligence are :

- (i) To manage conflict and stress.
- (ii) To control one's behaviour and desire.
- (iii) To manage relationships and construct a networks.
- (iv) To understand emotions of others.

5.4 WORK LIFE CONFLICTS & INTEGRATION**Q7. What is Work Life Conflict? How to reduce Work Life Conflicts.**

Ans :

Definitions

- (i) **According to 'Edwards & Rothbard and Green Haus & Beutell',** "Work life conflict is a form of inter-role conflict in which work and family demands are mutually incompatible so that meeting demands in one domain makes it difficult to meet demands in the other.
- (ii) **According to In simple words,** when an employee unable to balance work and non-work demands then work life conflict arises.

Management Actions to Reduce Work Life Conflict

Management can undertake the following actions to reduce work life conflict in an organization,

1. Say no to Overtime

An employee performs well in his/her job when there is no overload of work, when there is overload of work, employee cannot balance his/her work and non-work demands and there by results in work life conflict. Management should say no to overtime to reduce work life conflict. Employees feel that they can say no to overtime, if they have supportive managers.

2. Flexible Work Time

Flexibility with respect to work time will have positive impact on employees work performance as he/she can balance his/her work and non-work lives in a better way. Employees facilitated with flexibility on time can spend longer hours in work without feeling overloaded. Thus, management should facilitate flexibility on work time to employees in order to reduce work life conflict.

3. Supportive Management

Supportive manager is a person with following qualities,

- (a) Good communicator.
- (b) Emphasize on work output instead of working hours of employees.
- (c) Show respect towards employees.

Q8. Define Work Life Integration. State the benefits of Work Life Integration.

Ans :

Definition

- (i) **According to Berkley**, "Work-life integration is an approach that creates more synergies between the areas that define life such as work, family, society, personal well being and health".
- (ii) Work-life integration can be defined as the process of integrating the personal and professional life in a better way to complement the both.

Benefits

Work-life integration is beneficial to both employers/organization and employees.

1. Work life integration programmes enhances the productivity of employees.
2. Work life integration programmes highlight the importance given to the employees by the management.
3. Work life integration gives freedom to work which inturn increases employee morale and honesty.
4. Work life integration creates a supportive environment to the employees which there by improves employees commitment towards work.
5. Work life integration programmes reduces the costs towards health care of the employees.
6. Work life integration helps in creating flexible work environment according to the needs and requirements of the employees.

5.5 INTERNATIONAL HRM / GLOBAL HRM**Q9. Define global HRM. State the activities of global HRM.**

Ans :

(June-18)

Meaning

Global human resource management (GHRM) the planning, selection, training, employment, and evaluation of employees for global operations.

Global human resources managers serve in an advisory or support role to line managers by providing guidelines, searching, training, and evaluating employees. How a firm recruits, trains, and places skilled personnel in its worldwide value chains sets it apart from competition. The combined knowledge, skills, and experiences of employees are distinctive and provide myriad advantages to the firm's operations worldwide.

Generally speaking there are three sources of employees for an international assignment. The organization might choose to hire :

1. **Host Country Nationals (HCNs)** : Also called local nationals, they are the employees from the local population. A worker from Bihar employed by an American firm operating in India would be considered a host country national.
2. **Parent or Home Country Nationals (PCNs)** : Also called expatriates, they are the people sent from the country in which the organization is headquartered. And American manager on assignment in India is an expatriate.
3. **Third Country Nationals (TCNs)** : T firm employs a manager from Great Britain at facilities India, he would be considered a third country national.

According to P.V. Morgan, International HRM is the result of interplay among the three dimensions human resources activities, types of

employees and countries of operation. The complexities of operating in various countries and employing different national categories of workers is an important variable that differentiates domestic and international HRM, rather than any major differences between HRM activities performed.

Activities

Before offering a definition of international HRM, we should first define the general field of HRM. Typically, HRM refers to those activities undertaken by an organization to effectively utilize its human resources. These activities would include at least the following :

- Human resource planning
- Staffing
- Performance management
- Training and development
- Compensation and Benefits
- Labor relations

Global Human Resource Management is a process concerned broadly with recruiting of persons, training them and putting them to the most productive usage. It is also concerned with maintaining of congenial international industrial relations. It is the essential prerequisite for the success of the international firm owing to its complexities.

Q10. Explain the objectives of Global HRM.

Ans :

(June-18)

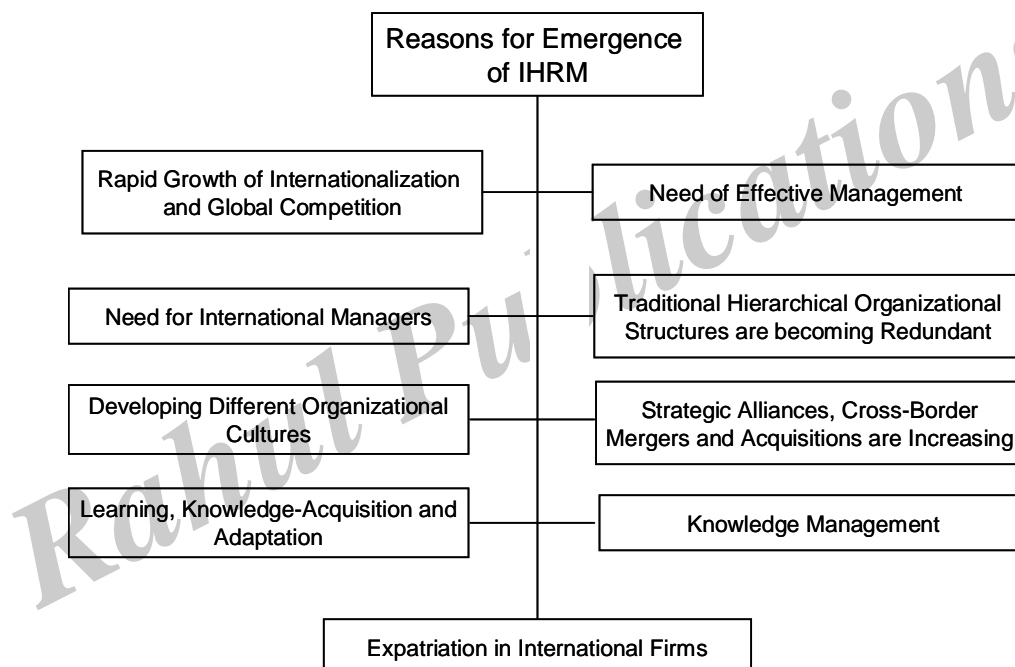
The objectives of global HRM are :

- Identify and discuss the main tasks associated with HRM
- Assess the main perspectives on management and explain their relationship to HRM
- Explain the importance of the cultural context for HRM
- Discuss the challenges that multi-national corporations face in managing HR in some major economies
- Evaluate the importance of parent–subsidiary relationships in relation to HRM
- Assess the extent to which multi-national corporations have the freedom to impose common approaches to HRM in their international operations
- Embed organizational learning and knowledge within the strategic IHRM function
- Discuss the challenges of managing culture within an international joint venture
- Examine expatriation from the perspectives of both the parent company and the overseas subsidiary/partner
- Summarise IHRM and its implications for HR practice

Q11. State the various reasons for IHRM.*Ans. :*

Main reasons for the rapid growth of interest in the field of IHRM are :

1. **Rapid Growth of Internationalization and Global Competition** : The rapid growth of internationalization and global competition has increased the number and significance of MNCs in recent years, resulting in the increased mobility of human resources.
2. **Need of Effective Management** : The effective management of human resources and the quality of management is now recognized as a major determinant of success or failure in international business.
3. **Need for International Managers**: Shortage of international managers now stands against implementation of global strategies. This implies an increasing need for international managers with distinctive competences to manage culturally diverse work force in MNCs.

**Fig.: Reasons for IHRM**

4. **Traditional Hierarchical Organizational Structures are becoming Redundant**: Traditional hierarchical organizational structures are now becoming redundant and MNCs are going for network of personal relationships and horizontal communication channels. In network organization, HR plays a pivotal role.
5. **Developing Different Organizational Cultures**: HR strategy now plays a more significant role in implementation and control in the international firm, which requires developing different organizational cultures. This has significantly enhanced the role of IHRM.
6. **Strategic Alliances, Cross-Border Mergers and Acquisitions are Increasing**: Increasing number of strategic alliances and cross-border mergers and acquisitions has further increased the strategic importance of IHRM as global business is increasingly shifting from formal, developed and matured markets to informal, emerging and culturally distant markets.

7. **Learning, Knowledge-Acquisition and Adaptation:** Learning, knowledge-acquisition and adaptation have been identified as important potential sources of competitive advantage for MNCs. This has also enhanced the role of IHRM to meet the key strategic challenge of objectives.
8. **Knowledge Management:** Similarly, knowledge management is also an important source of competitive advantage for multinational firms, Knowledge management requires organization's ability to create, transfer and integrate knowledge across borders. IHRM in this context play a central role.
9. **Expatriation in International Firms:** Growing importance of expatriation in international firms, i.e., the practice of developing host-country managers or third-country managers through developmental transfers to corporate headquarters has also enhanced the role of IHRM.

Such developmental assignments for local managers provide the means for them to develop the skills and knowledge they will need to manage a global business. The performance of expatriates is crucial for achieving success or else the indirect costs of poor performance of expatriates may affect the market share and damage to foreign customer relations.

Q12. What are the approaches to IHRM ?

Ans :

There are three different approaches to internationalization or globalization. These approaches can be extended to the globalization of human resource management in an organization. The approaches differentiate international firms in terms of their strategies, products/services and policies and systems. These approaches are discussed below.

1. Ethnocentric Approach

Ethnocentric approach is based on 'standardization'. Companies which follow this approach to globalization view the world as a single market place. Therefore, they prefer

standardized structures and policies across all subsidiary units. The top management at the local subsidiaries are appointed by the corporate office/parent company. MNCs prefer to appoint home country nationals instead of locals in order to replicate the parent company's corporate culture in the subsidiary.

The basic advantage of this approach is that the transfer of knowledge from the parent to the subsidiaries is smooth and complete. The drawback of this approach is that it prevents international firms from understanding and adapting to the local culture.

2. Polycentric Approach

Polycentric approach views the world as a differentiated market place and is based on 'customization'. It assumes that markets and cultures are different in different countries and their varying needs have to be catered to. Organizations which adopt this approach customize their strategies, products, policies and systems to suit the needs of the local markets.

A major advantage of this approach is that companies benefit by adapting to the local culture. The disadvantage however is that the transfer of knowledge may be hindered due to the autonomy of the subsidiaries.

3. Geocentric Approach

Geocentric approach is based on 'optimization'. In this approach, the organization identifies its best practices and resources from within and outside the organization and employs them where ever they are best suited. The organization identifies and appoints resources regardless of their nationality, for their optimum utilization. The top management at the corporate office or any subsidiary can consist of people from different cultures. The only disadvantage is that the training and relocation costs of managers are high in this approach to staffing.

Q13. Explain the features of IHRM.*Ans :*

The basic features of international HRM which differentiate it from domestic HRM can be discussed under the following heads:

- (i) Increased complexity of HR activities
- (ii) Cultural awareness and tolerance
- (iii) Stronger relationship with employees and their families
- (iv) Different expectations and requirements of employees across cultures
- (v) Management of cross-cultural teams
- (vi) Diluted risk on the business front and increased risk on people front.

Q14. Explain about importance and barriers of IHRM.**(OR)****What are the problems in Global HRM?***Ans :* **(Imp.)****Importance**

International human resource management is important because :

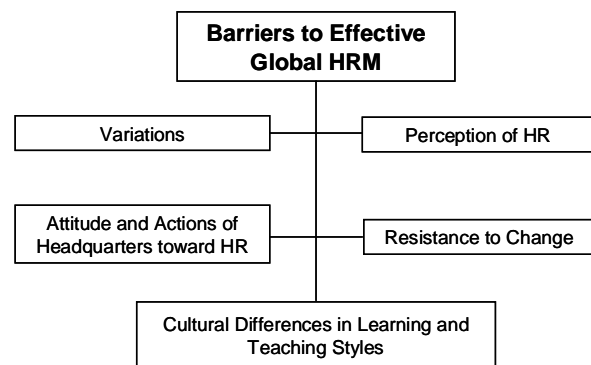
1. Given globalization of economy, business is crossing country borders to become international business, which is dynamic.
2. Markets are no longer protected from foreign competition. It is now open for competition from both domestic and foreign firms.
3. A large proportion of workforce is located in other countries away from their homes and home countries.
4. The unusual level of foreign competition in both domestic and foreign markets is forcing businesses to find and retain the competitive advantage.

5. Finding and nurturing the suitable and capable human resources in the context of high competition at both domestic and international levels are high on the list of priorities of the top managements.
6. Quality human resources are a must for implementing global competitive strategies.
7. Firms expanding into international markets are put under additional pressure to manage their limited resources and for such firms managing human resources is more essential than any other.

Barriers of IHRM

There are a number of unique problems that global companies face when trying to implement consistent practices across their global HR networks. These problems act as barriers to effective Global HRM.

These are shown in figure below :

**Fig.: Barriers of IHRM**

1. **Variations :** The biggest challenge is also the most obvious: the worldwide variations in social, political, and economic circumstances. An HR practice that works in one country may be unacceptable in another. Fluctuations in currency, government regulations, compensation expectations, job security, and learning styles are just few examples of the local variations a global HR professional faces.

Currently, there is European legislation that prohibits a company from sharing employment records across geographical boundaries without the employee's permission - a potential threat to global staffing.

2. **Perception of HR:** Another global challenge is that the perceived value of HR function varies across locations. In one country, HR may be perceived as a true business partner, working with high-level managers on critical strategic assessments. In another country but within the same company, HR may be viewed as a transactional personnel department that handles administrative work.
3. **Attitude and Actions of Headquarters toward HR:** These help determine how seriously the HR function is viewed locally. The position of the corporate chief HR officer also sends a strong signal to local units on the importance of the HR function.
4. **Resistance to Change:** Another major challenge facing global HR practitioners is that different locations have their own way of doing things and resisting change. If an HR initiative that is viewed as corporate is imposing on the local HR staff, then it can be difficult to gain acceptance from the field. That is true regardless of whether it is a U.S. multinational 'forcing' initiatives on its local business or a German company 'forcing' policies and practices on its international businesses.

Suggestions to Overcome the HR Problems in Global HRM

Following are the measures which must be taken by the HR professionals in global HRM for overcoming the HR problems.

1. The HR professionals must reduce the exposure of employees towards the corrupt conduct by providing assistance in the development, publication and execution of suitable codes of conduct.
2. The HR professionals should assure that the training programs includes the areas of ethical concern like bribery, human rights, justice, etc.
3. The HR professionals should associate performance appraisal and compensation

systems as it helps them in supporting the ethical policy which is adopted.

4. HR professionals should assure that the employees have knowledge about the difference between corrupt bribery payments, gifts and allowable facilitation payments. If the government has taken strong positions on ethical behaviour then it is necessary for the staff to be fully aware of their responsibilities in this regard.
5. HR professionals must be familiar with the type of requests which are made by the staff, operating internationally which includes expatriates as well as the people who visit foreign markets in different capacities and offer essential training, so that they have the required negotiating skills to deal with problematic situations which may take place.

Q15. What is the impact globalization on HRM?

Ans : (Aug.-21)

Globalization has an impact on HRM (Human Resource Management). The impact may be a positive impact or a negative impact. The following points highlight the impact of globalization on HRM,

1. Globalization of business increased the importance of well-managed workforce.
2. In case of globalization of business, companies operate in countries having different ethical standards where issues such as poor working conditions, corruption and discrimination are common issues.
3. Globalization has widened the scope of HRM functions. HR manager in a global business is responsible to design training programmes on cultures and work practices of different countries.
4. Globalization has changed the employment environment. Today, workforce diversity is found in global businesses.
5. Employment laws differ from country to country, so HR manager of a global business need to have awareness about employment laws of different countries.
6. Globalization has changed the perspective from subordinates to business partners.

Q16. How IHRM different from domestic HRM?*Ans :***(Imp.)**

S.No.	Nature	IHRM	Domestic HRM
1.	Definition	IHRM is the process of recruitment, planning allocation and effective utilisation of human resources for a global firm or MNC.	Domestic HRM is a process of recruiting, planning allocation and utilisation of human resource for a domestic firm.
2.	Focus	IHRM deals with the employee sourced at different host countries such as expatriates and local employees.	Domestic HRM deals with the employee of the nation.
3.	Scope of Activities	IHRM has a broader perspective and involved in more number of functions beyond the scope of domestic HRM. Example: IHRM deals with international administration practices and relocation practices for expatriates, managing industrial relations of other countries, international pay issues. etc.	The function of domestic HRM are limited to the particular country in which the firm is operating.
4.	HR Systems	IHRM is associated with formulation of HR system that are to be accepted across different countries and local employees, employees working under different cultures etc.	Domestic HRM is associated with framing HR systems by considering the needs and expectations of the local employees.
5.	Degree of Involvement in the Personal Lives of Employees	IHRM has to consider the personal life of their employees mostly in case of expatriates as well as for local employees i.e., housing facilities, transportation facilities and recreation activities according to their needs and requirements.	Domestic HRM does not consider the personal aspects of the employees to more extent.
6.	Impact of Situated Forces	The external forces have a substantial impact on the IHRM functions. They have to consider the changes in political environment, social and economic environment, government regulations of different countries while training HR policies for the international organization.	Domestic HRM have a superficial impact of the external forces on its functions. (to some extent only)
7.	Risks	IHRM is associated with the same risks as their of domestic HRM and some Additional risks such as expatriates, seizure of assets of international business in foreign country.	Domestic HRM is associated with some risks such as unfair hiring practices, violation of EEO laws, strikes and other labour union problems.

5.6 SUSTAINABLE HRM

Q17. What is sustainable HRM? State the objectives of sustainable HRM.

Ans : (Aug.-17)

Meaning

Sustainable HRM focus on achievement of strategic outcomes which includes positive financial, social, human and ecological outcomes.

Definitions

- (i) **According to Thom & Zaugg**, Sustainable HRM is defined "as those long-term oriented conceptual approaches and activities aimed at a socially responsible and economically appropriate recruitment and selection, development, deployment and release of employees".
- (ii) **According to Kramar**, "Sustainable HRM refers to social and human outcomes which contribute to the continuation of the organization in the long-term, that is to a sustainable organization".

Objectives

Sustainable HRM has two main objectives,

1. The first objective is to improve organizational performance by optimally employing the human resources at proper places. This objective is the same as the traditional objective of strategic HRM.
2. The second objective of sustainable HRM is to attract and retain valuable human resources.

Q18. Explain in detail Sustainable HRM Model.

Ans :

Sustainable HRM is an extension to strategic HRM. Sustainable HRM model is developed based on the Integrative model introduced by 'Martin-Alcazar and Colleagues'.

Part-1 Model: Extension of an Idea of Strategic Success

Past studies reveal that tensions arise not only

between rational and normative positions, but also between substance-oriented and efficiency-oriented interpretations of sustainability.

Part-I of strategic HRM model emphasize on the point that there exists possible tensions between substance-oriented and efficiency-oriented understanding and between social responsibility and economic rationality. The tensions arising between substance-oriented and efficiency-oriented understanding constitute the "dilemma of success". Decisions to resolve such dilemmas are entirely based on perceptions. The tensions between the social responsibility and economic rationality emerge due to societal values and corporate reasons.

The various definitions of sustainability extend the idea of strategic success. Sustainability can be understood from two different theoretical frameworks,

1. **By Interpreting Sustainability as a Value:** Under this framework sustainability is interpreted based on social responsibility. It emphasises on the objectives of providing accountability, social legitimacy and providing the outcomes/results by effectively dealing with uncertainty.
2. **By interpreting Sustainability as an Economic Principle:** The objective is to attain competitive advantage, long-term survival and to gain access to the HR-base.

Part-II Model: Sustainability Strategies to Maintain the HR Base

The role of sustainability strategies in maintaining the HR base is focused in the second part of strategic HRM model. Human resources are very essential resources as they are required to be managed differently when compared to the other resources of an organization. The task of maintaining HR base and appropriately placing employees at proper positions, constitute an important activity/element of sustainable HRM.

The four basic sustainability strategies to maintain the HR base are listed down below,

1. Developing mutual human resource exchange relationships

2. Developing human resource base and sources of resources
3. Sustaining social legitimacy and
4. Controlling the impact of self induced feedback on human resource base and sources of resources.

Q19. Discuss about importance of sustainable HRM Model.

Ans : (June-19)

The following points highlight the importance of sustainable HRM model,

1. Sustainable HRM model is an extension of integrative model of strategic HRM, which illustrates the organizational, social and individual effects on sustainable HRM and the rationalities behind HR practices.
2. Sustainable HRM model is said to be an important model than traditional HRM model as it emphasizes more on the sources/origin of Human resources.
3. Sustainable HRM model being a multi-paradigm approach plays a key role in creating awareness in organizations regarding the theoretical alternatives.
4. Sustainable HRM model plays a key role in addressing the problems such as shortage of labour, self induced side and feedback effects on the human resources in long run.
5. Sustainable HRM model focus more on developing relationship between the HRM strategy and organizational strategy and resolving of the stressful situations of HRM.

5.7 STRATEGIC HRM

Q20. Define and discuss strategic HRM. Explain the framework of strategic HRM with its various elements.

Ans : (Nov.-21, Dec.-20, Oct.-20)

Introduction

Strategic Human Resource Management deals with the term 'strategy' and 'strategic management'. 'Strategy' refers to an integrated

course of action or a plan, designed to achieve specified goals. 'Strategic Management' is the process of formulating, executing and analysing the business strategies for attaining the organizational objectives. Thus, in simple words, strategic human resource management in generic sense, with a view of core competency, is termed as 'S1IRM' Meaning

The concept of strategic human resource management is widely accepted and commonly used by the management. It mainly deals with the achievement of desired strategic goals with the help of applied Human resources such as HR systems, HR activities and policies formulated in an effective and systematic manner. The main aim of SHRM is to make effective use of human resources for meeting the organization's strategic requirements and objectives.

Definitions

SHRM is defined differently by different authors, in the following ways,

- (i) **According to Patrick Wright and Gary McMahon**, "Strategic HRM is the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals".
- (ii) **According to Donald F. Harvey** defined strategic management as, "the set of managerial decisions and actions that determine the long-term performance of a corporation. It includes the process of environmental scanning, strategy formulation, strategy implementation and evaluation and control".
- (iii) Thus, "Strategic Human Resource Management mainly deals with integration and adaptation. It makes sure that,
 - (a) Human Resources (HR) management is combined with the strategy and strategic needs of the firm.
 - (b) HR policies hold across policy areas and across hierarchies and
 - (c) HR practices are adapted, accepted and used by line managers and employees as a part of their routine work.

From the above definitions, it is clear that the term strategic HRM involves formulation of strategies and its execution with the application of human resources to achieve the goals or to attain the competitive advantage against the competitors.

Elements and Framework of Strategic-HRM

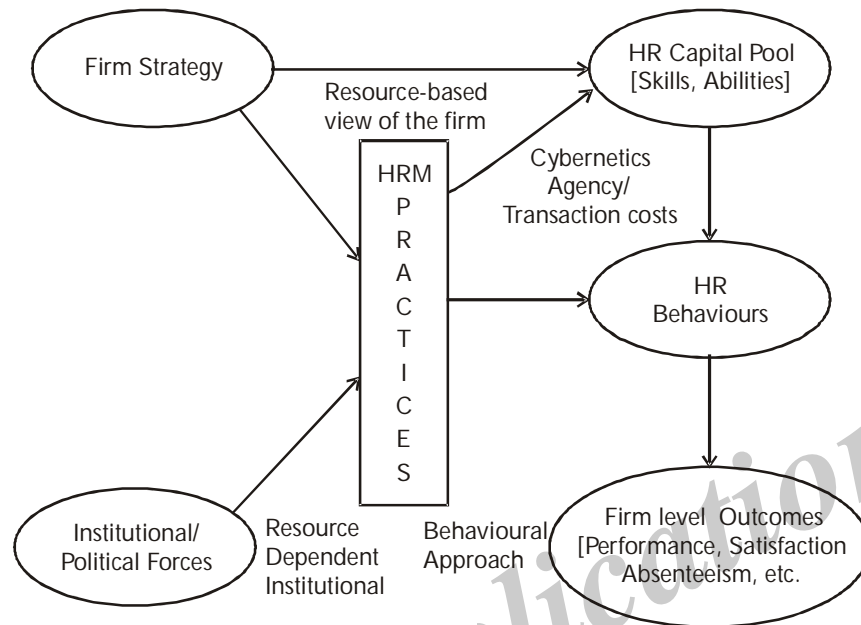


Fig.: Framework of Strategic Human Resource Management

The above diagram explains the theoretical framework of strategic HRM which helps in organising the knowledge of human resource practices influenced by strategic considerations. The theoretical framework of strategic HRM was given by Patrick wright and Gary McMohan

1. Resource-based View of Strategic-HRM

Resource-based view mainly focuses on the practices which helps the firm in attaining a competitive advantage against its competitors. These practices include proper allocation of human resources, following good organizational culture and distinctive competence.

The human resources which help the firms to attain competitive advantage are experience, risk taking ability, stock knowledge, skills and abilities and wisdom of individuals related with a firm. This inturn help in designing, which exploits the distinct characteristics the strategy of the firm. These components or elements of strategic HRM are inculcated in the HR practices or the HR systems which the organisation follows.

The main aim of resource based view of strategic HRM is to focus on the importance of human capital management approach to HRM; utilisation of the available resources in an appropriate manner by judging the skills and abilities and providing them training and development programmes, talent management programmes in order to improve the capability of the firm.

2. Behavioral View of Strategic HRM

Behavioral view depends on the Contingency Theory. It focuses on the practices which are designed mainly for controlling and affecting the attitudes and behaviors of the employees.

The HRM practices here, help in managing the performance of the employees by using various methods or techniques such as performance-appraisal or result/ oriented based appraisal, providing

performance-based compensation to the employees and different training and development programmes for enhancing their skills and abilities to achieve higher productivity.

Thus, this view of strategic HRM mainly focuses on the organizational behavior and the development of organizational culture by formulating various policies and implementing those policies practically through formal and informal communication by maintaining harmonious relations among employees etc.

3. Cybernetics Systems View

Cybernetics view of strategic HRM, deals with the adoption or abandonment of practices which resulted from the feed back on strategic contributions. The firm makes use of improved training and development programmes for attaining the objectives of the strategy. The effectiveness of HRM rely on its suitability with the organizations stage of development. As the growth and development takes place in the organization, there is a need for implementing new practices, strategies, methods and techniques and withdrawing the policies, rules and regulations which are not helpful are inefficient.

Finally, as the organization grows and develops it goes through different stages of development and adopts standards and procedures and some HR practices are effective and are universally accepted and followed by all organizations. For example, to determine the performance of employees, the rule of 360° appraisal or six-sigma is applied in many organizations.

4. Agency/Transaction Cost View

Agency or transaction cost view identifies the usage of control systems and its importance in the organisation. Control systems such as performance evaluating system, helps in evaluating the performance of the employees in an organization and provides training and development programmes, seminars and

presentations to the employees for improving their skills and abilities.

Depending upon the performance-evaluation, the rewards are provided to the employees either in the monetary terms or non-monetary terms. Monetary terms such as providing various incentive schemes, allowances, bonus etc. Non-monetary terms such as job safety and security, promotions (if any form the present level to the superior level)

The other two approaches give details about personnel practices which are not managed through strategy considerations.

5. Resource Dependence and Power Theory

It deals with the practices originated from the power and political impact like legislation, unionization, control of resources and expectations of social responsibility.

6. Institutional Theory

It deals with the practices, like the use of inadequate performance evaluation measures due to existence of organizational inertia, instead of using conscious or rational decision making process.

Conclusion

Hence these views or framework of strategic-HRM from different perspectives, helps the management in planning and forecasting the future course of action and formulating various set of standards and procedures

Q21. What are the advantages of strategic human resource management ?

Ans :

The benefits of strategic human resource management identified are :

1. Strategic HRM helps in identifying different opportunities and fulfilling it, as per the priority and thereby exploiting these opportunities after its fulfillment.
2. Strategic HRM ascertains the management problems and provides its solutions in a standard form which is 'easier to implement practically.

3. Strategic HRM helps in presenting a clear frame-work for controlling and coordinating the activities effectively.
4. It helps in reducing the significant impact of working conditions and the environmental changes in the organisation.
5. It emphasises mainly on the behavioural attitude and organizational culture which helps in building harmonious and peaceful environment in the organization.
6. It helps in enlightening the future course of action in a systematic manner.
7. Strategic HRM helps in managing disciplinary actions and gives formality to business management.
8. It provides direction for solving the problems and for grabbing the opportunities through co-operation, enthusiasm and integration.
9. It helps in outlining the individual responsibilities clearly.
10. It helps in rectifying the wrong and adhoc decisions already taken by the management through the use of less resources and less time.
11. It helps in making effective utilisation of time and resources to already identified opportunities and makes it easy in allocating or assigning the next task.
12. It helps in combining the behavioural attitudes of individuals with their efforts.
13. It helps in designing the framework for carrying out internal communication among different employees of an organization
14. It Helps in making major strategic decisions for supporting the planned objectives and attaining the specified strategic goals.
15. It helps in developing a positive attitude among the individuals/employees towards the change.

Thus, overall strategic HRM is helpful in each and every aspect of the organisation. It takes into account even a minor problem and provides an appropriate solution to it. It helps in managing and producing higher- productivity It ensures that the organizations utilise its HR resourced effectively for achieving the desired goals and objectives.

Q22. What are the various issues concerning strategic HRM?

Ans :

While formulating 'and implementing strategies at different levels it is very essential for the managers to Consider the following strategic human resource issues,

- a) Employment
- b) Development
- c) Performance appraisal
- d) Compensation
- e) Harmonial industrial relations
- f) Work systems
- g) Organizational culture,

(a) Employment

Strategic human resource issues in employment deal with the fulfillment of employment opportunities either through internal sources or through external sources, or outsourcing of the employees. It also includes few other functions such as maintenance of canteen facilities, accounting, security and safety environment, office and house-keeping.

The other strategic issues which are dealt in employment are long range human resource plans or short-term human resource plans, selection criteria for employees, on the basis of their skills, abilities or aptitudes, behaviour and extensive socialization or limited socialization.

(b) Development

Strategic human-resource issues with respect to the development of an employee includes

training and development programmes i.e., internal training i.e., within the organization or external training i.e., outside the organization [it means other branch exclusive of that specified branch] as all the MNC's operate globally in many countries. It also includes competency-building training or adhoc training etc., which are conducted with the help of various programs, presentations, seminars etc.

(c) Performance Appraisal

Different organizations follow different criteria for appraising the performance of their employees, such as group criteria, individual criteria, development oriented or remedial oriented and use of results for the payment or promotions as per their performance, etc.

(d) Compensation

Strategic human resource issues regarding compensation determines the pay-scale of an employee which differs from one organisation to an other organization. For example :

- i) Reliance gives preference to high-based salaries.
- ii) Infosys gives preference to low-base salaries and high perks.
- iii) Microsoft prefers both high-base salaries and high perks.

The other strategic issues involved in compensation are, fixed or flexible package, long-term or short- term incentives, equal pay or discriminated pay etc.

(e) Industrial Relations

Industrial Relations Strategic HRM issues, deal with employee participation in large or limited number, partial employee ownership or no employee ownership, employee compliance or employee empowerment, individual negotiation or collective negotiation, etc.

(f) Work Systems

The strategic human resources issues involved in work systems are job preferences, which are preferred by different organizations. Some companies prefer job-enrichment whereas some prefer simplified jobs.

The other strategic issues of work systems include job-analysis, either implicit job-analysis or explicit job-analysis, work-criteria either in the form of team-work or individual orientation, job- specialization or job-rotation, self-supervision or close supervision.

(g) Organizational Culture

Organizational culture plays a pivotal role in the smooth and efficient functioning Of any organization. The firms can either maintain single- culture or multi-culture. Multi-culture consist of employees working in an organization with different regional, traditional, cultural, social' and ethnic backgrounds, maintenance and tolerance for these differences and managing these diversifications, etc. In the present, globalised scenario, the choices of organizational culture plays a very important role in the organization with a view of globalisation of business.

Q23. Explain the future of strategic HR and its impact on the Indian industrial scenario.

Ans :

The strategic human resource management basically deals with its capability to add value to the organisation and emphasizes upon the contributions which are made by human resource management to the business rather than its activities. The value of human resource management is explained depending on the benefits gained by users or customers from it The contribution mainly emphasizes upon the outcomes, guarantees and outcomes of human resource management activities.

The strategic human resource management can basically concentrates upon three important areas for providing the value to the organisation as follows,

(a) Strategic Domain

It includes die compensation policies, managerial development and succession planning and makes sure that all human resources are made available for organisation inorder to compete efficiently.

(b) Human Resource Services Domain

It includes the recruitment, training, counselling, succession planning, performance management and so on.

(c) Administration Domain

It includes record keeping, compliance and so on.

Strategic human resource management basically assures that the organization is capable enough for modifying listening and giving response to the human resources and give them required resources for carrying out the task. In the present scenario, every organisation faces few major problems like flexibility, creativity, cost reduction and innovation. Therefore, the decision-making processes, discussions and communications have become quite important among the organizations. As being a part of strategic processes, the human resource management function can greatly effect the decision-making process.

The HRM's involvement is not only concerned with implementation of decisions made by others but it is also concerned with the decision making process. The involvement of human resources in strategy implementation is only an action-based involvement as the strategy does not come into existence until and unless it is approved and followed. The integration and appreciation of HRM in an organisation is expressed with the help of level/extent of involvement.

Human resource management would be considered as value-driven in nature if it is active in the first stage of decision-making process. If plays an active role in developing the human resources to accept change by developing the appropriate culture, development of equipments which are required for following the decisions.

Executive HRM does not have any active input out of the HRM function and its role is to basically convey the decisions which are made by the general management and which are informed to the employees. Incase of Reactive Human Resource Management, human resource management function plays an active role of monitoring the execution of the strategy which takes place and it basically interferes when the outcomes of a decision are different from that of the expected outcomes.

The strategic human resource management cannot confine itself to one position only as it may result in losing interaction with policies upstream and with the reality downstream. Human resource management would make a place in an organisation as the way it is being accepted by the main partners.

Q24. Narrate the various models of strategic HRM.

Ans :

(Dec.-20, Oct.-20)

The models of strategic Human Resource Management (HRM) are given below :

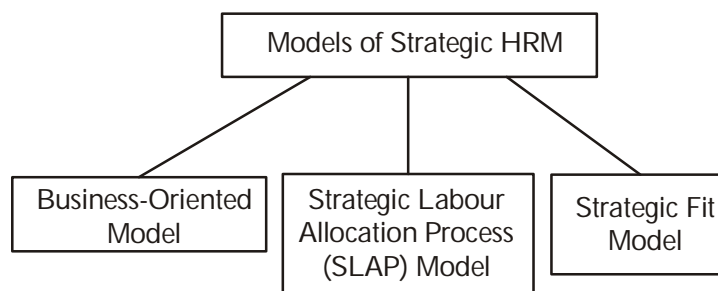


Fig.: Models of Strategic Human Resource Management

1. Business-Oriented Model

As stated by P.M Wright and S.A Snell, the business-oriented model of strategic HRM emphasizes on the factors that contribute to the firm's competitive advantage. This model focuses on value creation in strategic HRM. The HR activities deal with creation of employee competencies and skills, management of employees and work commitment to achieve the required employee performance. All these will contribute to competitive advantage of the firm.

2. Strategic Labour Allocation Process(SLAP) Model

E.H Bax proposed the Strategic Labour Allocation Process (SLAP) model. The idea of this model is to make a link between business strategies, HR strategies and organizational changes. It connects the internal labour demand and supply of the organization to its strategy and also to the important developments in external environment.

Strategic Labour Allocation Process model emphasizes that the main responsibility of HR manager is to balance the labour supply and demand. There is a demand for labour as each activity of manufacturing process has many tasks in which people involvement is necessary. In order to meet this labour demand, HR managers recruit people with required skills and competencies or use the existing employees of the firm to get the job done. As this is a continuous process, HR manager is always involved in obtaining and allocating employees for the organization.

3. Strategic Fit Model

The idea of strategic fit model is to link HR resources and capabilities with the opportunities of the external environment. A strategic fit is formed when HR strategies are integrated with business strategy. This integrated approach encourages the development of HR practices in such a manner that they both complement each other. These HR practices include employee recruitment, training and development, performance evaluation, compensation and industrial relations.

There are two types of strategic fit. They are,

- (a) **Vertical Fit:** Vertical fit covers the degree of alignment between the elements of HR strategies of a firm and the essential characteristics of a business strategy.
- (b) **Horizontal Fit:** Horizontal fit deals with the degree of alignment among the elements of HR strategy such as selection, training and compensation.

Q25. Compare and contrast global HRM and strategic HRM.

Ans :

(July-18, Imp.)

Following are the differences between global HRM and strategic HRM,

S.No.	Nature	International HRM	Strategic HRM
1.	Definition	According to Scullion IHRM is "the HRM strategies, policies and practices which firm pursue in response to the internationalization of business".	According to Patrick and Gary, "strategic HRM is the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals".
2.	Purpose	The purpose of IHRM is to enable the firm or MNC to become successful globally.	The purpose of SHRM is to ensure that organization is capable to achieve success through people.
3.	Approaches	The various approaches of IHRM are Ethnocentric, Polycentric and Geocentric Approach.	The various approaches of SHRM are Formal-Rational and Informal-Incremental approach.
4.	Dimensions	The dimensions of Global HRM are HR activities, Types of employees and Types of countries.	The dimensions of SHRM are HR practices and performance, workplace learning and trade unions.
5.	Benefits	IHRM place right people at right positions irrespective of geographic location. strategic planning process.	SHRM facilitates HR department to provide competitive intelligence which is useful in
6.	Drawback	It requires knowledge of different cultural dimensions of host countries which affect the HR operations.	It is difficult to predict the behaviour of people and external events which affect HR planning.

5.8 AGILE HRM

Q26. What is Agile HRM?

(OR)

Define Agile HRM.

Ans :

Agile is not only for technology anymore. It has made its way into many other key areas and functions that an organization focuses on, such as product development, manufacturing, marketing, etc. Now it is transforming how organizations attract, hire, develop, and manage their employees. The impact of agile will be massive for HR; recruitment, learning and development, motivation, engagement, compensation, and performance. In the business context, 'agility' refers to mainly work-force agility which means matching workforce fluctuations to demand.

The main purpose of agile development is to enable teams to add value, with quality, predictability, and greater ability to respond to change. The implementation of agile methodologies certainly affects the way organizations operate. Agile HR is about transforming the way organizational skills are hired, developed, and maintained.

Nowadays, the role of HR is shifting from administrative function to strategic function. Traditional HR is focused on implementing standards, policies, etc. Now it focuses more on internal employees. There are two perspectives on Agile HR.

1. How HRM should work internally and
2. What HRM should deliver to the business

Agile HR focuses on how HR can apply the agile mindset to different working methods within the team, group, or organization. Organizations need not be agile to practice agile HR. Simply, it means higher collaboration, shorter work cycles, and more focus on group contribution. Under an agile approach, teams would work together to design, develop, and deliver an HR initiative, rather than each employee working independently according to the instructions given by the top management.

Q27. Compare and contrast traditional HRM and Agile HRM.

Ans :

S.No.	Traditional HRM	Agile HRM
1.	Top-down, hierarchical organizations can be seen. Decisions making power is not delegated among the parts of the organization.	Practice bottom-up approach where effective communication and the decision making foster.
2.	There are episodic processes that are standardized and reactive.	There are ongoing processes that are proactive. Processes are implemented on the need basis.
3.	There are HR specialists or HR generalists, or HR admins.	There are T-shaped HR people who can take on many different roles.
4.	Mainly focused on HR functions.	Mainly focused on value stream-based HR.
5.	Human view is negative.	Human view is positive.
6.	Extrinsic motivation is there.	Intrinsic motivation is there.
7.	The HR role is to control and implement standards.	The HR role is to support and coach organizational agility.
8.	Seldom feedbacks are present.	Frequent feedbacks are present.

Q28. Explain various practices of Agile HRM.

Ans :

In large organizations HR department controls learning and development programs, change management, employee engagement, employee retention, reward management, talent acquisition, etc. There is criticism for HR that it has been taking a back seat for a long period and have been doing nothing for the changes that have been happening in organizations.

1. Agile Recruitment

Even though many people consider recruitment as a duty of the human resource management department, it should be a part of every functional manager's job. Recruiting also occurs at all times, and organizations should try to recruit people who are the right fit for the organization. In this context, employer branding plays a significant role because attraction starts with branding. Although the organizations are still practicing traditional methods like advertisements, social media recruitment has become a trend in the current job market. Moreover, current employees are the best source for finding other talented employees for any organization. According to Thoren (2017), a simple and flexible approach to the hiring process is more effective than a step-by-step program.

2. Agile Performance Management

The companies which adopt agile values will have more effective ways to measure performance. Thus, in many of these organizations, the first traditional HR practice was the annual performance review, along with employee goals that poured down from business and unit goals each year. As individuals worked on short-term projects often led by different leaders and organized into teams, performance feedback would come once a year, from his/her superior, which mostly make little sense to the employees. However, employees need feedbacks more times from various perspectives.

3. Agile Coaching

Companies that adopt agile talent practices most effectively invest in enhancing managers coaching skills. Supervisors also participate in learning sessions. Some organizations hire full-time professionals, on-site coaches, to help all managers provide better feedback to employees and consequently, more broadly, to develop internal training capacities. Most of the time, when an employee has better experiences and good training, he/she becomes a better coach. Coaching skills are considered critical to managerial career.

4. Agile Compensation

Research and practice have shown that compensation works best as a motivator when it comes soon after the desired behaviour. Instant rewards powerfully reinforce instant opinion. Annual qualification-based promotions are less effective because more time goes by. According to research on where market rates are going, the company frequently adjusts pay for each job. The increase may be excluded when employees take on more challenging projects or go above.

5. Agile Learning and Development

Learning and development lead to bring new skills quickly into organizations. Most companies already have a set of online learning modules that employees can access as needed. It is like giving a student the key to a library and telling him/her to find what he/she needs to know and learn from it. In agile learning and development, new approaches are used in data analysis to identify specific jobs and knowledge, skills, Attitudes required for advancement; and the suggest to individual employees what kind of training and future jobs they need to undertake based on their experience and interests.

5.9 HR SCORE CARD

Q29. Define HR scorcard. State the uses of HR score CARD.

Ans : (Aug.-21)

Management normally uses a Balanced Storecard (BSC) to map a firm strategic goals into operational objectives. It was developed by Harvard professors Robert Kapland and saved Norton.

To judge the HR function, managers; use a HR scorecard. It was developed by professors Brain Becker, Mark Huselid and Dave Ulrich.

HR scorecard is a concise measurement system which the HR activities, employee behaviours related to those activities and the relevant outcomes to a firm because of these behaviours. It shows the link between the HR activities, employee behaviours and strategic organizational outcomes.

Uses

1. HR scorecard shows the impact of HR policies and activities, on an organization. Shows role of HR in strategy implementation and about the value, creation process measurement created by people,
2. HR scorecard helps the manager determine whether a particular HR function is effective or ineffective.
3. HR scorecard is a useful tool which assess the internal and external fit of a firm. Internal fit is that when there is mutual co-operation between different elements of a work system while an external fit is that when a work system is in tandem with the firm's objectives. This helps the managers to select the best possible work system and put it into action.

Q30. How HR score card is used for the improvement of performance in organizations ? Explain the significance and limitation of HR score card.

Ans :

HR score card helps in evaluating the efficiency and effectiveness of HR functions and produces employee behaviour required for attaining the strategic goals of an organisation: HR score card

outlines the four important activities which are as follows :

1. **HR Competencies** : It includes administrative knowledge and skills, employee advocacy, strategy implementation and change agency.
2. **HR Practices** : It focuses on activities like communication, measurement and rewards, selection work design and development.
3. **HR Systems** : It deals with alignment, integration and differentiation.
4. **HR Deliverables** : HR deliverables includes the attitudes of employees, technical knowledge and work force behaviour.

Creating a High Performance Organisation by using HR Score card

For managing the employees effectively in the organisation it is very essential for the managers to evaluate their HR system. The evaluation of the HR system continuously helps the managers to meet the changing needs of firm. But, conducting such an evaluation for the purpose of improving the performance is not enough. So the information obtained during the evaluation must also be assessed.

The evaluation of information deals with the redesigning and reassessing of the practices which are used for managing the employees so that the firm can attain a competitive edge over its rivals. HR scorecard is an effective starting point which helps in redesigning the management of employees. HR scorecard can be effectively used for redesigning the HR system by performing the following steps,

1. Customizing HR score-card.
2. Providing consistency
3. Specification
4. Implementing the process of redesign

1. Customizing HR Score Card

The initial step for using HR scorecard for redesigning the HR system involves the customizing of the HR scorecard of the firm through the following three steps :

- (a) Identifying the strategic performance driver of the firm i.e., whether it is productivity, product quality, product innovation, customer service etc.
- (b) Determining key HR deliverables which help in attaining the strategic performance drivers.
- (c) Evaluating the strategic anchors which helps in determining the effectiveness of the practices used for managing the employees of the firm.

2. Providing Consistency

The success of HR systems is relying on consistency in practices. If a firm does not have consistent HR practices, then its employees will not be able to predict messages sent by the firm to its employees accurately and will not behave in the desired manner. But if HR practices are consistent with each other, then it will build an environment in which employees share similar interpretation of behaviours which are important, expected and rewarded,

3. Specification

For making an organisation successful, it is very essential for its employees to be aware about the task they must perform. The different HR practices followed in the organisation acts as the means of communication between the management and employees and also helps in ascertaining the competencies or abilities of the work force (i.e., the way in which the employees are expected to interact and the way in which they should perform their jobs). Organizations make use of various practices for determining the effectiveness of HR system.

Organisations also try to understand the role played by the employees under the given considerations (related to strategy, technology

etc.). The employees must set clear objectives. If they don't have clear objective they will not be able to accomplish the organizational goals. Hence, for executing an efficient and effective HR system the managers must clearly outline what are the expectations from the employees and what the firm wants them to do.

4. Implementing the Process of Redesign

Only the design of a specific HR policy will not help in implementing it in the desired manner so the firm must spend adequate time in making the managers understand the way in which the practice must be implemented. If a firm fails to understand the follow up on actual implementation of the policies which are formed for identifying the contributions of the employee, then it may result in decreasing their effectiveness in enhancing the organisational performance.

Limitations

HR scorecard along with advantages, benefits also includes some limitations which are as follows :

1. Current HR metrics are of operational nature only as it is characterised by limited or no value.
2. As HR balanced score card is a continuous loop process, managers need to maintain its performance so that strategies can be reassessed for continuous improvement.
3. In HR score-card, employees are empowered to take actions for bringing appropriate improvements. If their actions are not proper then entire process ends up in vain.
4. Maintenance of HR score card is difficult as it requires continuous updating and reviewing.
5. Alignment of HR of HR deliverables with the strategic performance drivers is a difficult task.

5.10 INTELLIGENT TUTORING SYSTEMS

**Q31. What is Intelligent Tutoring Systems?
State the various models of Intelligent Tutoring Systems.**

Ans :

(Imp.)

Meaning

An intelligent tutoring system (ITS) is a computer system that aims to provide immediate and customized instruction or feedback to learners, usually without requiring intervention from a human teacher. ITSs have the common goal of enabling learning in a meaningful and effective manner by using a variety of computing technologies. There are many examples of ITSs being used in both formal education and professional settings in which they have demonstrated their capabilities and limitations. There is a close relationship between intelligent tutoring, cognitive learning theories and design; and there is ongoing research to improve the effectiveness of ITS.

Models

Intelligent tutoring systems (ITSs) consist of four basic components

1. The Domain Model

The domain model (also known as the cognitive model or expert knowledge model) is built on a theory of learning, such as the ACT-R theory which tries to take into account all the possible steps required to solve a problem. More specifically, this model "contains the concepts, rules, and problem-solving strategies of the domain to be learned. It can fulfill several roles: as a source of expert knowledge, a standard for evaluating the student's performance or for detecting errors, etc.

2. The Student Model

The student model can be thought of as an overlay on the domain model. It is considered as the core component of an ITS paying special attention to student's cognitive and affective states and their evolution as the learning process advances. As the student works step-by-step through their problem

solving process, an ITS engages in a process called model tracing. Anytime the student model deviates from the domain model, the system identifies, or flags, that an error has occurred. On the other hand, in constraint-based tutors the student model is represented as an overlay on the constraint set. Constraint-based tutor evaluate the student's solution against the constraint set, and identify satisfied and violated constraints. If there are any violated constraints, the student's solution is incorrect, and the ITS provides feedback on those constraints. Constraint-based tutors provide negative feedback (i.e. feedback on errors) and also positive feedback.

3. The Tutoring Model

The tutor model accepts information from the domain and student models and makes choices about tutoring strategies and actions. At any point in the problem-solving process the learner may request guidance on what to do next, relative to their current location in the model. In addition, the system recognizes when the learner has deviated from the production rules of the model and provides timely.

4. The User Interface Model

The user interface component "integrates three types of information that are needed in carrying out a dialogue: knowledge about patterns of interpretation (to understand a speaker) and action (to generate utterances) within dialogues; domain knowledge needed for communicating content; and knowledge needed for communicating intent.

5.11 ORGANIZATIONAL CHANGE, DESIGN, EFFECTIVENESS & DEVELOPMENT

Q32. What is organizational change?

Ans :

Meaning

Change is inevitable for any organisation. Anything new from the old state of things is change. It refers to any alteration that occurs in the overall work environment of the organisation. In this world

nothing is permanent except change. It's a continuous process that never ends. Every individual, groups and organisations have to constantly cope with change in order to survive. Organisations must be proactive in bringing about change. Technology, market forces, socio-economic factors etc. keep changing very fast and managers must be able to help their organisations to adapt to these changes. Change is one of the most important aspects of effective management. The successful companies are those whose managers are able to properly anticipate or respond to various forces of change, implement proper strategies for change and overcome resistance to change.

Organisations that do not bring about timely change may perish in the long run. Change will not disappear. Technological and other changes will constantly occur and managers and organisations will have to effectively and efficiently manage this change. Organisations have to change to meet financial crisis, to remove performance gaps in employees, to maintain their competitive edge, to meet the changing demands in their internal and external environment etc. So, it has become a very important question for organisations on how to manage change in such a fast moving environment where technology, products, markets etc keep changing so frequently.

To manage change effectively, organisations will have to design effective change programs consisting of mainly the following steps:

- creating a readiness for change among the employees and overcoming resistance to change
- gaining commitment of employees towards the new desired future state
- identifying the influential people in the organisation who can help in making the change effort successful
- plan what actions are needed to be taken and divide the responsibilities
- the management must ensure that the momentum for change is maintained by providing adequate resources and support required for the change effort and constantly following up to check that the change program is carried out till completion.

Q33. Explain the factors influencing organization change.

Ans :

(Imp.)

1. External factors

Every organization exists in some context; no organization is an island in itself. Each must continually interact with other organizations and individuals the consumers, suppliers, unions, shareholders, government and many more. Each organization has goals and responsibilities related to each other in the environment. The present day environment is dynamic and will continue to be dynamic. Changes in social, political, economic, technology and legal environment force organizations to change themselves.

(i) Technology: When there is a change in technology in the organizational environment and other organizations adopt the new technology, the organizations under focus become less cost effective and its competitive position weakens. Therefore, it has to adopt new technology, its work structure is affected and a new equilibrium has to be established.

(ii) Marketing conditions: Since every organization exports its outputs to the environment, an organization has to face competition in the market. There may be two types of forces which may affect the competitive position of an organization-other organizations supplying the same products and buyers who are not buying the product. Any changes in these forces may require suitable changes in the organization. For example, when Indian economy was liberalized, there were many foreign organizations that entered the Indian market.

(iii) Social changes: Social changes reflect in terms of people's aspirations, the needs and their ways of working. Social changes have taken place because of the several forces like level of education, urbanization, feeling of autonomy and

international impact due to new information sources. These social changes affect the behavior of people in the organization. There, it is required to make adjustment in its working so that it matches with people.

- (iv) **Political and legal changes:** Political and legal factors broadly define the activities which an organization can undertake and the methods which will be followed by it in accomplishing those activities. Any changes in these political and legal factors may affect the organization operation.

2. Internal factors

It is not only the changes in external factors, which may necessitate organizational changes; any change in organization's internal factors may also necessitate changes. Such a change is required because of two reasons: changes in managerial personnel and deficiency in existing organizational practices.

- (i) **Changes in the managerial personnel:** Besides environmental changes there is a change in managerial personnel. Old managers are replaced by new managers, which necessitated because of retirement, promotion, transfer or dismissal. Each new manager brings his own ideas and way of working in the organization. The relationships, more particularly informal ones, changes because of changes in managerial personnel. Moreover, attitude of the personnel change even though there is no changes in them. The result in that an organization has to change accordingly.

- (ii) **Deficiency in Existing organization:** Sometimes, changes are necessary because of deficiency in the present organizational arrangement and process. These deficiencies may be in the form of unmanageable span of management, large number of managerial levels, lack in coordination between various departments, obstacles in communication, multiplicity of committees, lack of uniformity in policy decisions, lack of cooperation between the line and staff and so on. Beside these internal

factors, there are two more internal factors that give rise to organizational changes.

- (iii) **Nature of the work force:** The nature of work force has changed over a passage of time. Different work values have been expressed by different generations. Workers who are in the age group of 50 plus value loyalty to their employers. Workers in their mid thirties to forties are loyal to themselves only. The youngest generation of workers is loyal to their career. The profile of the workforce is also changing fast. The new generation of workers has better educational; they place greater emphasis on human values and questions authority of managers. Their behavior has also become very complex and leading them towards organizational goals is a challenge for the managers. The employee turnover is also very high which again put strain on the management.

- (iv) **To avoid developing inertia:** In many cases organizational changes take place just to avoid developing inertia or inflexibility. Conscious manager take into account this view of organization that organization should be dynamic because any single method is not the best tool of management every time. Thus, changes are incorporated so that the personnel develop liking for change and there "is no unnecessary resistance when major change in the organization are brought about.

Q34. Explain the sources of resistance to change.

Ans :

Resistance to change consists of any employee behaviors designed to discredit, delay or prevent the implementation of a work change. Employees resist change because it threatens their needs for security, social interaction, status, competence and self esteem.

Sources of Resistance to Change

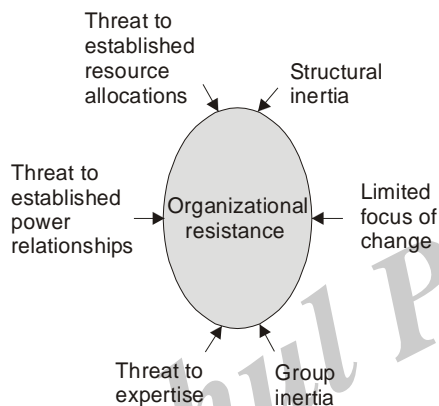
The sources of resistance to change can be divided into-

1. Organization resistance
2. Individual resistance

1. Organization Resistance

The various sources related to organization include-

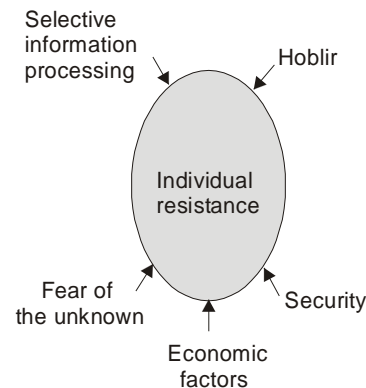
- (i) **Threat to expertise:** There is always a danger to skills and knowledge which forces for organization to change.
- (ii) **Group inertia:** If there is little or no group interest shown it is very difficult for the organization to change.



- (iii) **Limited focus to change:** If the organization has limited or less number of resources to change then it is a problem arising and it will be a drawback for the organization.
- (iv) **Structural inertia:** It refers to the atmosphere of the organization in which people are working.
- (v) **Threat to established resource allocation:** Limited number of resources both human as well as raw materials can restrict the organization to change quickly.
- (vi) **Threat to established power relationships:** If the organization does not have authority and command over the people working it will be very difficult for it to change.

2. Individual Resistance

The various sources related to organization include-



- (i) **Economic forces:** the various financial pressures in and around the individual forces him not to adapt to the changing environment.
- (ii) **Security:** Safety is yet another reason for showing resistance to change.
- (iii) **Habit:** The daily practice of an individual also forces him not to change on his regular behavior.
- (iv) **Selective information processing:** If the information provided to the people is selective in nature it will be difficult for the individual to change himself and adapt himself to the changing conditions.
- (v) **Fear of the unknown:** No person is aware of what is going to happen in future. With this fear in mind it is difficult to cope up with the changing environment.

Q35. Define organization design. Explain the various elements of organization design.

Ans :

Definition

Organisational Design, as the name suggests, is defined as a process of identifying and designing the organizational structure. It reflects the efforts of a company to integrate new and modern elements, respond to various changes, enable flexibility and ensure collaboration.

The Organisational Design also refers to the way a business organization achieves the right combination for integration and differentiation of the operations in response to the uncertainties it faces in its external surroundings.

Elements

If the organization design is planned and implemented properly, it brings forth the alignment of goals and objectives and a poor design often results in ineffective decision-making, lack of trust and rigid work environment.

It is vital to pay emphasis to the key elements of organizational design to gain the upper hand in the industry. Some of the key elements of organizational design are described below

1. Line/chain of command

The authority is delegated from top to bottom in an organization where the top management gives instructions to the bottom levels and so on and the accountability flows from downward to upward at each level.

The chain of command is clarified, and everyone knows to whom he should report.

2. Formalisation

This element of organizational design deals with mentioning and assigning responsibilities, roles, duties and procedures to the individuals, units, departments, and teams.

3. Departmentalization

It is the element of organizational design that deals in dividing the functions as per the responsibility of the job. The common forms of departmentalization are

- (i) Functional departmentalization
- (ii) Geographical departmentalization
- (iii) Product departmentalization
- (iv) Process departmentalization
- (v) Customer departmentalization

4. The Span of Control

This element of organizational design determines the number of managers and levels a company has and how many subordinates will report to a supervisor.

It is to a greater degree dependent upon the complexity of tasks it performs, the geographical locations and the ability of a superior and his team to handle given tasks.

5. Centralization

This element of organizational design refers to a system where decision-making and planning are given to a single individual or the top management of the organization.

6. Decentralization

This element of organizational design refers to a system where the decision-making and planning are handed to either middle or low levels of the organization.

7. Work specialization

This element of organizational design gives details about how the tasks will be divided into separate jobs. Individuals are entrusted in doing a portion of a task rather than the entire activity.

Q36. What is organizational effectiveness? State the various approaches to organizational effectiveness.

Ans :

Meaning

Organizational effectiveness is defined as a concept to measure the efficiency of an organization in meeting its objectives with the help of given resources without putting undue strain on its employees. It is about how the company can produce the target quota of products, how efficient its process is, and how much waste is produced.

It is a fact that performance automatically improves when the leadership system is at its best. The function of leadership includes defining the future, setting direction, becoming organized, creating strategies, implementing them effectively, clarity in directions, clear communication, alignment of goals, developing talent, building accountability, allocating resources and delivering results.

An organization needs to have a clear mission and vision that can deal with the ever-changing

industry and side-by-side to meet its goals. Remember it is human resources that prove advantageous, and it should be the priority of a business entity to retain, motivate and develop them to achieve organizational effectiveness.

Approaches

The various approaches to organizational effectiveness are

- **Goal Approach:** The goal approach refers to optimal profit by offering the best service that will lead to high productivity. The limitation of the goal approach is that it is a bit difficult to identify the real goal and not the ideal goal
- **System-resource approach:** The system resource approach puts its onus on the interdependency of processes that align the organization with its environment. It takes the form of input-output transactions and includes human, economic and physical resources. The limitation of this approach is that acquisition of resources from the environment becomes aligned with the goal of the organization and thus it becomes quite similar to the goal-oriented approach
- **Functional approach:** The functional approach assumes that the organization has already identified its goals, and now the focus should be upon attainment of these goals and how to serve society. The limitation of this approach is that the organization has the autonomy to take independent action for attaining its goals and so why will it accept serving society as its ultimate goal.

Q37. What are the factors affecting organizational effectiveness?

Ans :

The factors that influence organizational efficiencies are

- **Casual variables:** These are independent variables that can be altered by the organization and its management, for instance, its policies, skills and behavior and leadership and business strategies. The casual variables can determine the course of development within an organization.

➤ **Intervening variables:** These are motivation, performance goals, attitude, loyalty and perception of the employees and their capacity for efficient decision-making, communication, and interaction. The intervening variables show the health of an organization.

➤ **End-result variables:** These are loss, costs, earnings, and productivity. The end-result variables reflect the achievements of an organization.

Q38. Define and explain the meaning of organization development.

(OR)

What do you mean by organization development?

Ans :

Meaning

Organization development is the process through which an organization improves its internal capacity to be the most effective. It can be in its mission work and to sustain itself over the long term.

Organization development is a set of activities which may be undertaken to increase organizational as well as human resource effectiveness. Many authors have defined organization development as follows:

Definitions

- (i) **According to Richard Beckhard -** Organization development is an effort (i) planned (ii) organization wide (iii) managed from the top to (iv) increase organization effectiveness and health through (v) planned interventions in the organization's processes using behavioral science knowledge.
- (ii) **According to W.G. Bennis -** Organization development is a response to change, a complex educational strategy intended to change to the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets and changelings and the dizzying rage of change itself.

- (iii) **According to Warner Burk** - Organization development is a planned process of change in an organizations culture through the utilization of behavioral science technologies, research and theory.
- (iv) **According to Cummings and Worley** - Organization development is a systematic application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving on organization's effectiveness
- (v) **According to Michael Beer** - The aims of organization development are (i) to enhance congruence between organizational structure, process, strategy, people, and culture (ii) to develop new and creative organizational solutions and (iii) to develop the organization's self renewing capacity.
- (vi) **According to Peter B. Vaill** - Organization development is an organizational process for understanding and improving any and all substantive processes an organization may develop for performing any task pursuing any objectives.
- (vii) **According to Burke and Hornstein** - Organization development is a process of planned change of an organizations culture from one which avoids an examination of social processes to one which institutionalizes and legitimizes this examination of social processes to one which institutionalizes and legitimizes this examination.
- (viii) **According to Newsroom and Davis** - Organization development is systematic application of behavioral science knowledge at various levels (group, inter group, and total organization) to bring about planned change.
- (ix) **According to Matt Minaham and Associates** - Organization development is a body of knowledge and practice that enhances organizational performance and individual development viewing the organization as a complex system that exist within a larger system, each of which has its own attributes and degrees of alignment.

Q39. Explain the nature and scope of organization development.

Ans :

1. OD is a Long-term Effort:

Which means that organisational change and development take long time in fact it is a never-ending journey of continuous change for organisation effectiveness.

2. Supported by Top Management

The OD programmers seeks the serious attention and commitment from the top management for achieving its objectives of improvements.

3. OD is a Learning Process

Which means the process of interaction, listening and self-examining which facilitates individual, team and organisational learning.

4. OD is visioning Processes

Which mean the organisation members develop a picture of the desired future that includes the humanistic approach to make that picture a reality.

5. OD is an Empowerment Process

Which means those leadership behaviours and human resource practices that enable organisation members to develop and use their talents as fully as possible towards organisational growth and success.

6. Contractual Relationship

Although neither the sponsoring organisation nor the change agent can be sure at the outset of the exact nature of the problem or problems to be dealt with or how long the change agent's help will be needed, it is essential that some tentative agreement on these matters be reached.

Q40. State and explain the characteristics of OD.

Ans :

1. Planned Change

OD is a strategy of planned change for organizational improvement. This 'planned' emphasis separates OD efforts from other kinds of more haphazard changes that are frequently undertaken by organizations.

2. Comprehensive Change

OD efforts focus on comprehensive change in the organization, rather than focusing attention on individuals, so that change is easily observed. The concept of comprehensive change is based on the systems concept-open, dynamic and adaptive system. OD efforts take an organization as an interrelated whole and no part of it can be changed meaningfully without making corresponding changes in other parts.

3. Long-range Change

OD efforts are not meant for solving short-term; temporary, or isolated problems. Rather, OD focuses on the elevation of an organization to a higher level of functioning by improving the performance and satisfaction.

4. Dynamic Process

OD is a dynamic process and includes the efforts to guide and direct changes as well as to cope with or adapt changes imposed. It recognizes that organizational goals change, so the methods of attaining these goals should also change. Thus, OD efforts are not one-shot actions; rather, they are ongoing, interactive, and cyclic processes.

5. Participation of Change Agent

Most OD experts emphasize the need for an outside, third party change agent, or catalyst. They discourage 'do it yourself' approach. There is a close working relationship between the change agent and the target organizational members to be changed. The relationship involves mutual trust, joint goals and means,

and mutual influence. The change agent is a humanist seeking to get a humanistic philosophy in the organization. He shares a social philosophy about human values.

6. Emphasis on Intervention and Action Research

OD approach results in an active intervention in the ongoing activities of the organization. Action research is the basis for such intervention. A change agent in OD process does not just introspect the people and introduce changes, rather, he conducts surveys, collects relevant data, evaluates these data, and then, takes actions for intervention. He designs intervention strategies based on these data.

7. Normative Educational Process

OD is based on the principle that 'norms form the basis for behaviour and change is a re-educative process of replacing old norms by new ones'. This is done to arrive at certain desirable outcomes that may be in the form of increased effectiveness, problem-solving, and adaptability for the organization as a whole. At the individual level, OD attempts to provide opportunities to be 'human' and to increase awareness, participation, and integrate individual and organizational goals.

5.12 PROFESSIONAL & PSYCHOLOGICAL COUNSELING DURING PANDEMICS FOR JOBLESS

Q41. Discuss in detail Professional & Psychological Counseling during Pandemics for Jobloss.

Ans :

(Imp.)

As a result of pandemic, many people lost their jobs due to different reasons. These jobless individuals require professional and psychological counseling to overcome pandemic situation.

Professional Counseling to Jobloss During Pandemic

Following are some of guidelines which must be given in professional counseling to jobless individuals,

1. Individuals should be encouraged to search for new job opportunities to minimize financial stress.
2. Counseling should be given relating to management of expenses and maintenance of budget to control expenses.
3. Individuals can join any online course or attend classes which can enhance knowledge and are useful for career growth.
4. Individuals can discuss about their career with counselor and take help from resources available.
5. Individual can update his/her resume during this free time and apply for new jobs.

Psychological Counseling to Jobloss During Pandemic

Apart from professional counseling, individuals also require psychological counseling to reduce emotional stress. Following are some of the guidelines that should be given to jobless individuals during psychological counseling,

1. Individuals must be encouraged to have positive social interaction to improve mental health through messaging, talking on phone etc.
2. Individuals should also be encouraged to follow a schedule everyday. They should allot sufficient time for job search, leisure etc.
3. Individuals should follow good habits like plenty of sleeping and healthy diet in order to avoid stress.
4. Counseling must be given to encourage healthy skills and avoid unhealthy skills.

Q42. Explain briefly about Jobloss of pandemic situation.

Ans :

For some individuals who have experienced job loss as a result of COVID 19 and who identify as being from minimal resource communities, the unplanned and unprecedented disruption in employment has created a ripple effect of negative consequences related to unemployment status. The shock of being unemployed during COVID 19 has been identified as traumatic for many individuals, with initial emotions including sadness, injustice, and

anger addition to the loss of financial stability, job loss from the pandemic has led to unequal access of power and privilege for historically marginalized populations, creating power differentials that include a lack of credit, status, and mobility Researchers have found that individuals who are able to convert their jobs to remote platforms are less likely to become unemployed

However in 2020 estimated after a review of 1,000 job descriptions that only 37% of jobs can be converted to online platforms; therefore, many nonconvertible jobs were lost as a result of the pandemic. Despite a partial recovery of the unemployment rate, overall recovery has slowed, and many temporary layoffs have become permanent. The transition from short term to long term job loss creates the need to evaluate the long term effects of the unemployment crisis.

Long Term Effects of Job Loss on Job Seeking

Potential long term consequences for individuals affected by the COVID 19 unemployment crisis include an increased risk of mental and physical health and an increase in relational problems, both of which pose challenges for future employment

In response to COVID 19, mandates to quarantine and socially distance have created an increase in mental health disorders not limited to posttraumatic stress disorder, depression, and anxiety. These conditions create an added barrier for individuals who are looking for new employment. Quarantine mandates have influenced and disrupted relational processes that are important to job seeking behaviors. For example, researchers have found that there is a close association between relational processes and career associated tasks such as interviewing and networking

Furthermore, social isolation has been found to affect work productivity and decision making, both vital processes that aid in obtaining future employment

The aforementioned circumstances resulting from job loss during the pandemic have created complex dilemmas for job seekers. Therefore, it is important for career practitioners and others to better understand the COVID 19 pandemic work phenomenon to devise best practices for career practitioners.

5.13 MERGERS & ACQUISITIONS

Q43. Define Mergers. Explain different types of mergers.

(OR)

Explain mergers as a strategy. Explain the types of mergers.

Ans :

(Imp.)

Meaning

Merger refers to a friendly joining together of two organizations as in a corporate marriage, usually with the sanction of both firm's top strategic decision makers. Mergers are usually based on the core competencies of firms.

For example, two companies with similar core competencies (e.g., in marketing) in marketing may merge to strengthen their overall competitive position.

Alternative, two firms may merge to combine complementary core competencies.

For example, a firm possesses a competency in its marketing may merge with a firm that has good brand name.

Types

1. Horizontal Mergers

Horizontal mergers take place when there is a combination of two or more organizations in the same business, or of organizations engaged in certain aspects of the production or marketing processes. Four instance a company making footwear combines with another footwear company, or a retailer of pharmaceuticals combines with another retailer in the same business.

2. Vertical Mergers

Vertical mergers take place when there is a combination of two or more organizations, not necessarily in the same business, which create complementarily, either in terms of supply of materials (inputs) or marketing of goods and services (outputs). For instance, a footwear company combines with a leather tannery or with a chain of shoe retail stores.

3. Concentric Mergers

Concentric mergers take place when there is a combination of two or more organizations unrelated to each other, either in terms of customer functions, customer groups, or alternative technologies used, for example, a footwear company combining with pharmaceutical firm.

4. Conglomerate Mergers

Conglomerate mergers take place when there is a combination of two or more organizations unrelated to each other, either in terms of customer functions, customer groups, or alternative technologies used, for example, a footwear company combining with pharmaceutical firm.

5. Reverse Mergers

Reverse merger, also known as back door listing, or a reverse merger, is a financial transaction that results in a privately-held company becoming a publicly-held company without going the traditional route of filing a prospectus and undertaking an initial public offering (IPO).

Q44. Discuss the steps involved in Merger Process.

Ans :

In order to avoid above pitfalls, and to make the merger activity successful, firms should follow a systematic action plan for their M&A activities. The merger process consists of the following stages :

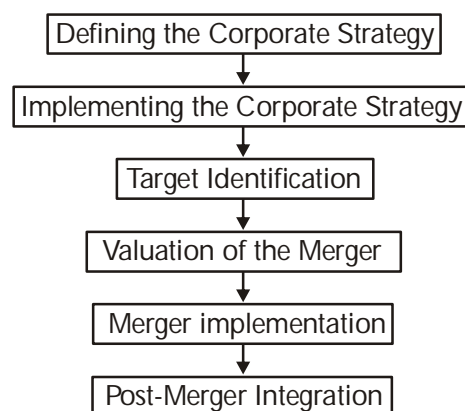


Fig.: Process of Merges

1. Defining the Corporate Strategy

A firm needs to first clearly define its corporate strategy—what business the firm is currently in? What business it intends to be in? How does it wish to grow, and be known as?

2. Implementing the Corporate Strategy

Next, the firm should define a route or road map to implement its corporate strategy – whether it intends to use mergers or joint ventures/strategic alliances, or internal development as a strategy for its growth/diversification plans. This stage clearly entails a detailed evaluation of the various alternatives available with the firm in terms of M&A vis-a-vis internal development.

3. Target Identification

If the firm it attractive to pursue the M and A route, sufficient effort should be devoted to identification of the right kind of a target firm to merge/acquire. The parameters for identification should include the financial considerations, business strengths and weaknesses, the specific resources, competencies and capabilities the target firm will bring it to the merger, market power the merger would bring about, as well as the effort required in integrating the two firms - their structures, strategies, culture, and processes.

4. Valuation of the Merger

Then, a financial valuation of the merger should begin. The specific cost and the premium that the firm would like to pay for acquiring shares/management control of the target firm would again depend on the projected synergies that the merger is likely to bring about.

5. Merger Implementation

The tax, regulatory and market issues dominate the next stage of the merger process - the merger implementation. In this stage, when the merger is being implemented, depending on the local laws, conditions, and shareholder preferences, the merger could happen through a stock swap, a tender offer, cash offer, or any other method. Issues like

registration of the merger, obtaining board and shareholder approvals, announcement to the public, and notifying the stock exchanges are activities that form part of this stage of the merger activity.

6. Post-Merger Integration

The final stage called the post-merger integration includes activities like asset stripping (selling off those assets in the target company that are not likely to add value to the merged/acquired firm); efforts at improving the operating efficiency and setting up managerial systems at the acquired firm; efforts at streamlining the operations of the combined firm to ensure that the projected synergies are repeat; and initiatives in establishing the right kind of corporate culture, providing the right management direction/leadership, and ensuring the competitiveness of the combined firms.

Q45. What are the advantages and disadvantages of mergers?

Ans :

Advantages**1. Increases market share**

When companies merge, the new company gains a larger market share and gets ahead in the competition.

2. Reduces the cost of operations

Companies can achieve economies of scale, such as bulk buying of raw materials, which can result in cost reductions. The investments on assets are now spread out over a larger output, which leads to technical economies.

3. Avoids replication

Some companies producing similar products may merge to avoid duplication and eliminate competition. It also results in reduced prices for the customers.

4. Expands business into new geographic areas

A company seeking to expand its business in a certain geographical area may merge with

another similar company operating in the same area to get the business started.

5. Prevents closure of an unprofitable business

Mergers can save a company from going bankrupt and also save many jobs.

Disadvantages

1. Raises prices of products or services

A merger results in reduced competition and a larger market share. Thus, the new company can gain a monopoly and increase the prices of its products or services.

2. Creates gaps in communication

The companies that have agreed to merge may have different cultures. It may result in a gap in communication and affect the performance of the employees.

3. Creates unemployment

In an aggressive merger, a company may opt to eliminate the underperforming assets of the other company. It may result in employees losing their jobs.

4. Prevents economies of scale

In cases where there is little in common between the companies, it may be difficult to gain synergies. Also, a bigger company may be unable to motivate employees and achieve the same degree of control. Thus, the new company may not be able to achieve economies of scale.

5.14 ACQUISITIONS / TAKEOVERS

Q46. Define the term acquisition (or) takeover.

(OR)

What is acquisition?

Ans :

Takeover is a process of acquiring a specific amount of equity capital of a company which helps the acquire to control the operations of the company. If an acquire purchases more than 50 percent of paid-up equity of acquired company,

then he can exercise his control on all functions of the company. The acquire can have an effective control on the acquired company even with 20 to 40 percent of equity holding, as the leftover shareholders are separated and not properly organized and they are unable to question the powers of the acquire.

In today's business world of India, takeovers are popular and also common. Some examples of takeovers are, Reliance has taken over the IPCL, Hindujas have acquired the Ashok Leyland, etc.

A takeover can be accomplished in different ways, such as,

(a) Open Market Purchase

In this type of takeover, shares of listed company in stock market are purchased by the acquire. Usually, hostile takeovers are done in this manner which are against the will of management of target company.

(b) Negotiated Acquisition

In this type of takeover, shares of the target company are purchased by the acquire from one or more promoting shareholders. Negotiated acquisition is also known as friendly takeover.

Preferential Allotment

In this type of takeover, the target company makes a preferential allotment of equity shares for the acquire. Undoubtedly, it is a friendly acquisition which is done to give support to acquire in the company and get funds invested in the company.

Generally, takeovers create a dispute or debate. Many economists have supported the takeovers and many have criticized it.

Q47. What are the Advantages and Disadvantages of Takeover?

Ans :

Advantages

- Takeover helps the firm in utilizing economies of scale in different business operations, such as production, marketing information systems, financing, etc.

- ii) It also helps in replacing an inefficient management team with an effective team, efficient workers of both the companies are combined to form a new management team.
- iii) Some economists have proclaimed, that takeovers are effective measures to protect the interest of shareholders.
- iv) Takeovers also help in generating economies of operations, which ultimately leads to synergistic benefits by combining two different businesses which are efficient in specific operation.
- v) Takeovers save the companies which were managed inadequately by the incompetent managers.

Disadvantages

- i) Takeover is regarded by some economists and authors as a destructor of jobs and local communities.
- ii) Usually, the commitments in takeovers are not fulfilled.
- iii) Takeovers involve many costs in it, such as remuneration to lawyers, management officials and all other people who support in preparing and carrying out a bid.
- iv) Peter Drucker believes, that takeovers destroy the confidence of employees.
- v) Takeovers may also lead to redistribution of wealth which causes a reduction in efficiency.
- vi) Takeovers also involve agency costs which are related to agency conflicts that arise in the process of takeover.
- vii) As the size of the firm increases in takeover, the remuneration of executives increase rapidly, even though their efficiency does not improve.
- viii) If diseconomies of scale or scope related to takeover are not identified then it may have a great impact on value of the firm.

Q48. What are the differences between mergers and acquisitions?

Ans :

S.No.	Characteristics	Merger	Acquisition
1.	Meaning	A merger is the fusion of two or more companies that voluntarily come together to form a new entity or company.	An acquisition is the process whereby a company or business entity purchases or acquires another one but no new company is formed.
2.	Purpose	A merger happens to decrease competition as well as to increase operational efficiency.	To consolidate an instantaneous growth.
3.	Size of Company	The size of the merging companies is more or less the same.	The acquiring company is larger or bigger than the acquired one.
4.	Terms	A merger is considered as friendly and planned for.	An acquisition is considered as either voluntary or involuntary
5.	Example	The birth of SmithKline Beecham happened as a result of the merger between Glaxo Wellcome and Smith Kline Beecham.	Toto Motors acquiring Jaguar Rand Rover.

Q49. What are the HR issues in Mergers and Acquisitions ?**(OR)****Explain the HR issues in Mergers and Acquisitions.****Ans :** (Dec.-20, Oct.-20, June-19)

The post liberalization period was of mergers and acquisitions and still it is continuing as a strategic driver for market dominance, geographical expansion, leverage in resource and capability acquisition, competence, adjusting to competition. M&As are strategic alliances. People Management plays a critical role in M&A. People issues like staffing decision, organizational design, etc., are most sensitive issues in case of M&A negotiations, but it has been found that these issues are often being overlooked.

The ability to succeed in a merger depends entirely on the people who are driving the business - whether they have creativity, capacity to innovate and ability to execute, and more importantly, whether they can do these things collaboratively.

To ease the merger transition and make sure the pieces fit together as seamlessly as possible, the HR should take the initiatives in management, recruitment, structure, retention, and managing cultural change. In a merger, the employees should be put in a position to see easily that there was value in their daily work lives.

It is more important for the employees to be able to say that they understand why this is happening. To achieve this understanding in the employees, the company's HR executive minimize their conventional functions as administrators and payroll experts in favor of more proactive roles as coaches and profit consultants.

M&As are strategic alliances. In a merger, two companies join together and create new entity. In an acquisition, one company acquires sufficient shares to gain control of the other organization.

Strategic Drivers of M&A

1. **Market Dominance** : Companies merge in order to gain economies of scale and control over distribution channel.
2. **Geographical Expansion** : Companies use acquisitions to extend geographical reach and global market share through new market entry.
3. **Leveraging Competence** : Companies merge to leverage their competence in NPD, credit risk and debt management, etc.
4. **Resource & Capability Acquisition** : Companies also merge to gain resource and capability acquisition, which they may lack, and would otherwise be difficult for them to build on their own.
5. **Adjusting to Competition** : Companies are sometimes forced into acquisitions by the acquisition strategy of their principal competitors.

HR Issues & their Implications on Various Stages of M&A**Stage 1: Pre Combination**

The HR issues in the pre merger phase are :

- Identifying reasons for the M&A
- Forming M&A team leader
- searching for potential partners
- Selecting a partner
- Planning for managing the process of M&A
- Planning to learn from the process

The HR Implications in this phase are:

- Knowledge and understanding need to be disseminated
- Leadership needs to be in place
- Composition of team's impact success
- Systematic and extensive pre-selection and selection

- Conducting thorough due diligence of all areas
- Cultural assessment
- Planning for combination which minimizes problems at a later stage
- Creating practices for learning and knowledge transfer

Stage 2: Combination

The HR issues in this phase are:

- Selecting the integration manager
- designing / implementing teams
- Creating the new structure strategies and leadership
- Retaining key employees
- managing the change process

The HR implications in this phase are:

- Selecting the appropriate candidate
- Creating team design and selection which are critical for transition and combination success
- Communicating the benefits of merger
- Deciding on who stays and who goes
- Establishing a new culture, structure, and HR policies & practices

Stage 3: Solidification & Assessment

The HR issues in the integration phase are: -

- Solidifying the leadership and staffing
- Assessing the new strategies and structure
- Assessing the new culture
- Assessing the new HR policies & practices
- Assessing the concerns of stakeholders
- Revising as needed
- Learning from the process

The HR implications in the integration phase are:

- Elective leadership and staffing of the new entity
- Creating and evaluating a new structure
- Assessment revision required for melding two cultures
- The concerns of all stakeholders need to be addressed and satisfied
- The new entity must learn

Role of HR Manager in Managing M & A

The following are the tasks of HR manager in managing M & As :

1. **New Board Composition:** The post merger or acquisition business needs a board for decision making & the board shall comprise members representing both the firms. Members of the new board should be change agents so that they can carry out the change process. Board level change should also be inspirational for the rest of the organization.
2. **Deciding who will Occupy which Job:** In any merger, there will be rival claims for senior executive positions such as CEO, VP, CFO, COO, heads of divisions / departments. The choice of the right person for the right job is crucial. Such choices based on prediction of the acquires or on non-transparent processes will lead to perceptions of biases & lack of god faith.

The disappointed managers may nurture resentment & grievance & also decrease their commitment to the merged firms or may even leave.
3. **Assessing Culture:** Cultural assessment is crucial as many partnerships fail because of cultural incompatibility. Approximately 70 percent of the mergers across the globe are said to have failed to produce the expected result because of cultural problems.

Obviously, the cultural side of the business needs to be managed effectively.

4. **Human Capital Audit:** Needs to focus on two dimensions. One dimension is preventive, focused on liabilities such as obligations, employee litigations, and outstanding grievances. It also includes comparing the compensation policies, benefits & labor contracts of both the firms. The second dimension of human capital audit refers to the talent audit which, in long-run would be critical for the success of a merger or acquisition deal.

5. **Effective Communication:** In M & As, communication plays a critical role in several ways. First, it seeks to alleviate tensions among employees, particularly of the acquired company. This causes stress to the employees. Communication should help acquire coping strategies to deal with the stress arising out of extraordinary organizational changes.

Second, communication feeds the top management about the integration that should take place between the two organizations.

Finally, senior management should communicate a vision throughout the company.

6. **Retaining Talent:** Assumes relevance as competent employees, particularly of the target company, tend to leave before or after the deal. The uncertainty during a merger or takeover often makes senior managers to leave.

The HR-manager has to identify those employees with gifted skills & capabilities & try interventions which help hold back those talented individuals.

7. **Aligning Performance Appraisal & Reward Systems:** This is a challenging task particularly when the 2 firms have different

policies & one of the parties is adversely affected by the change. But, parity between compensation systems needs to be brought out as that would help build united culture.

8. **Managing the Transition:** Transition occurs immediately after the deal & before a new team of managers is in place. The integration managers (formed for the purpose) are expected to manage the transition. The integration managers are expected the following tasks.

First, the integration manager is expected to guide the integration process, making sure that critical decisions are made and activities are put in place according to the agreed schedule.

Second, the integration manager needs to educate the bought out company to understand how the new management operates.

Third, the integration manager needs to act as an arbiter between the 2 companies.

Finally, the integration manager & the transition team need to serve as a role model as to how the new organization should function.

Q50. Discuss framework of HR issues in merger of large banks like SBH & SBI.

Ans : (Aug.-17)

The frame work of HR issues in merger are generally discussed in post liberalisation period. It is continued as a strategic drives for market dominance, geographical expansion, leverage in resource and capability acquisition, competence, adjusting to competition merging is a strategic alliances. People management plays a crucial role in satisfying the issues like staffing decision, organisational design etc.,

HR Issues in Merger of SBH

The merging of Banks is benefitable only when view of other associate banks are taken. After merging management should understand the staff related issues such as PF, allowances, increments and interest on loans etc. Banks has settle these issues without going to counts. The bank associations should have a clarity on service conditions. It may have effect on working hours of employees and adjusting to new working conditions. The Associate Banks in post merging should give - 3 months period of to employees for consultation and settling the allegations. The government also took initiative to support the employees in transferring then according to their interest. The Bank also adopted corporate friendly policies against the interests of public.

HR Issues in merger of SBI

The government took decision of clearing the merger plan of SBI and its five associate banks (they are Bikauer, Jaipur SB of Mysore, Travancore, Patiala and SBH) Sopurce of the critics opposed the merger of Banks stating as "It will not help the employees or customers. The merged entity will be too unwidely and prove to risk". The Central Board of Government took a decision of including major unions such as All India Bank Employees Association and All India Branch officers association. The senior Department of Finance Services showed interest in dealing with employee related issues. They checked the share swap ratio of employees and the current branches of banks.

Short Question and Answers

1. Strategic HRM.

Ans :

SHRM is defined differently by different authors, in the following ways,

- (i) **According to Patrick Wright and Gary McMahon**, "Strategic HRM is the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals".
- (ii) **According to Donald F. Harvey** defined strategic management as, "the set of managerial decisions and actions that determine the long-term performance of a corporation. It includes the process of environmental scanning, strategy formulation, strategy implementation and evaluation and control".
- (iii) Thus, "Strategic Human Resource Management mainly deals with integration and adaptation. It makes sure that,
 - (a) Human Resources (HR) management is combined with the strategy and strategic needs of the firm.
 - (b) HR policies hold across policy areas and across hierarchies and
 - (c) HR practices are adapted, accepted and used by line managers and employees as a part of their routine work.

2. Define HR scorcard.

Ans :

Management normally uses a Balanced Storecard (BSC) to map a firm strategic goals into operational objectives. It was developed by Harvard professors Robert Kapland and saved Norton.

To judge the HR function, managers; use a HR scorecard. It was developed by professors Brain Becker, Mark Huselid and Dave Ulrich.

HR scorecard is a concise measurement system which the HR activities, employee behaviours related to those activities and the relevant outcomes to a firm because of these behaviours. It shows the link between the HR activities, employee behaviours and strategic organizational outcomes.

Uses

1. HR scorecard shows the impact of HR policies and activities, on an organization. Shows role of HR in strategy implementation and about the value, creation process measurement created by people,
2. HR scorecard helps the manager determine whether a particular HR function is effective or ineffective.
3. HR scorecard is a useful tool which assess the internal and external fit of a firm. Internal fit is that when there is mutual co-operation between different elements of a work system while an external fit is that when a work system is in tandem with the firm's objectives. This helps the managers to select the best possible work system and put it into action.

3. Workforce Inclusivity.

Ans :

Workforce Inclusivity refers to developing and maintaining a strong sense of belonging by inviting and valuing authentic contribution and by encouraging participation of workforce.

The three elements of inclusion are belonging, respect and support. Belonging refers to an individual's feeling of acceptance, respect is the extent to which an individual feels that he/she is given value. Support is the extent to which an individual is encouraged to utilize his/her full potential. The workplace is said to be inclusive when it contains all these elements.

4. What is Emotional Intelligence?*Ans :*

Emotional intelligence (EI) refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it's an inborn characteristic.

The ability to express and control emotions is essential, but so is the ability to understand, interpret, and respond to the emotions of others. Imagine a world in which you could not understand when a friend was feeling sad or when a co-worker was angry.

5. What is Work Life Conflict?*Ans :***Definitions**

- (i) **According to 'Edwards & Rothbard and Green Haus & Beutell'**, "Work life conflict is a form of inter-role conflict in which work and family demands are mutually incompatible so that meeting demands in one domain makes it difficult to meet demands in the other.
- (ii) **According to In simple words**, when an employee unable to balance work and non-work demands then work life conflict arises.

6. Define Global HRM.*Ans :*

Global human resource management (GHRM) the planning, selection, training, employment, and evaluation of employees for global operations.

Global human resources managers serve in an advisory or support role to line managers by providing guidelines, searching, training, and evaluating employees. How a firm recruits, trains, and places skilled personnel in its worldwide value chains sets it apart from competition. The combined knowledge, skills, and experiences of employees are distinctive and provide myriad advantages to the firm's operations worldwide.

Generally speaking there are three sources of employees for an international assignment.

7. What is Sustainable HRM?*Ans :***Meaning**

Sustainable HRM focus on achievement of strategic outcomes which includes positive financial, social, human and ecological outcomes.

Definitions

- (i) **According to Thom & Zaugg**, Sustainable HRM is defined "as those long-term oriented conceptual approaches and activities aimed at a socially responsible and economically appropriate recruitment and selection, development, deployment and release of employees".
- (ii) **According to Kramar**, "Sustainable HRM refers to social and human outcomes which contribute to the continuation of the organization in the long-term, that is to a sustainable organization".

8. What is Agile HRM?*Ans :*

Agile is not only for technology anymore. It has made its way into many other key areas and functions that an organization focuses on, such as product development, manufacturing, marketing, etc. Now it is transforming how organizations attract, hire, develop, and manage their employees. The impact of agile will be massive for HR; recruitment, learning and development, motivation, engagement, compensation, and performance. In the business context, 'agility' refers to mainly work-force agility which means matching workforce fluctuations to demand.

The main purpose of agile development is to enable teams to add value, with quality, predictability, and greater ability to respond to change. The implementation of agile methodologies certainly affects the way organizations operate. Agile HR is about transforming the way organizational skills are hired, developed, and maintained.

Nowadays, the role of HR is shifting from administrative function to strategic function. Traditional HR is focused on implementing

standards, policies, etc. Now it focuses more on internal employees. There are two perspectives on Agile HR.

1. How HRM should work internally and
2. What HRM should deliver to the business

9. What is Intelligent Tutoring Systems?

Ans :

An intelligent tutoring system (ITS) is a computer system that aims to provide immediate and customized instruction or feedback to learners, usually without requiring intervention from a human teacher. ITSs have the common goal of enabling learning in a meaningful and effective manner by using a variety of computing technologies. There are many examples of ITSs being used in both formal education and professional settings in which they have demonstrated their capabilities and limitations. There is a close relationship between intelligent tutoring, cognitive learning theories and design; and there is ongoing research to improve the effectiveness of ITS.

10. Define organization design.

Ans :

Organisational Design, as the name suggests, is defined as a process of identifying and designing the organizational structure. It reflects the efforts of a company to integrate new and modern elements, respond to various changes, enable flexibility and ensure collaboration.

The Organisational Design also refers to the way a business organization achieves the right combination for integration and differentiation of the operations in response to the uncertainties it faces in its external surroundings.

11. Define Mergers.

Ans :

Merger refers to a friendly joining together of two organizations as in a corporate marriage, usually with the sanction of both firm's top strategic decision makers. Mergers are usually based on the core competencies of firms.

For example, two companies with similar core competencies (e.g., in marketing) in marketing may

merge to strengthen their overall competitive position.

Alternative, two firms may merge to combine complementary core competencies.

For example, a firm possesses a competency in its marketing may merge with a firm that has good brand name.

12. Takeover.

Ans :

Takeover is a process of acquiring a specific amount of equity capital of a company which helps the acquire to control the operations of the company. If an acquire purchases more than 50 percent of paid-up equity of acquired company, then he can exercise his control on all functions of the company. The acquire can have an effective control on the acquired company even with 20 to 40 percent of equity holding, as the leftover shareholders are separated and not properly organized and they are unable to question the powers of the acquire.

In today's business world of India, takeovers are popular and also common. Some examples of takeovers are, Reliance has taken over the IPCL, Hindujas have acquired the Ashok Leyland, etc.

Choose the Correct Answers

1. Which of the following is not a recruitment technique? [b]
(a) Interviews (b) Performance appraisal
(c) Psychometric testing (d) Ability tests
2. Which of the following would not form part of a flexible reward package? [d]
(a) Ability to 'buy and sell' leave days (b) Non-pay items such as child care vouchers
(c) Cafeteria benefits (d) Performance-related pay
3. The _____ is an ability to balance the emotions and reasons which results in long-term happiness. [d]
(a) Ambivalence (b) Ambiguity
(c) Experience (d) Emotional intelligence
4. "The level of independence and freedom with the help of which the employee can make decisions and schedule the work" - This sentence is applicable to which of the following term, [c]
(a) Feedback (b) Skill variety
(c) Autonomy (d) Restriction
5. _____ is the process of managing people across international boundaries by multi-national companies. [c]
(a) International HRM (b) Global HRM
(c) a or b (d) Strategic HRM
6. Political, legal and cultural issues come under which of the following factors, [a]
(a) Economical factors (b) Legal factors
(c) Political factors (d) Cultural factors.
7. _____ refers to the preference of people in a country for the framed situations. [d]
(a) Power distance (b) Certainty avoidance
(c) Individualism (d) Uncertainty avoidance.
8. _____ paradox refers to paradox with two incompatible situations. [b]
(a) Logical paradox (b) Social paradox
(c) Philosophy of science paradox (d) Ordinary language paradox.
9. _____ is a psychological method of separating a paradox and transferring the poles of paradox to various levels of analysis. [b]
(a) Temporal separation (b) Spatial separation
(c) Synthesis (d) Opposition
10. Sustainable HRM is an extension of _____ HRM. [a]
(a) Strategic HRM (b) International HRM
(c) Sustainable HRM (d) Performance-oriented HRM

Fill in the blanks

1. _____ diversity may be defined as workforce varying in terms of gender, nation, religion, culture, age, origin, race, physical ability and so on.
2. HR analytics also known as _____ .
3. _____ (EI) refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it's an inborn characteristic.
4. _____ can be defined as the process of integrating the personal and professional life in a better way to complement the both.
5. HCN stands for _____ .
6. _____ focus on achievement of strategic outcomes which includes positive financial, social, human and ecological outcomes.
7. _____ is the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals.
8. ITS stands for _____ .
9. _____ is the process through which an organization improves its internal capacity to be the most effective.
10. _____ are usually based on the core competencies of firms.

ANSWERS

1. Workforce
2. People analytics
3. Emotional intelligence
4. Work-life integration
5. Host Country Nationals
6. Sustainable HRM
7. Strategic HRM
8. Intelligent Tutoring System
9. Organization development
10. Mergers

One Mark Answers

1. Workforce Equity.

Ans :

Equity means providing equal access. Workforce equity means providing equal opportunities and equal resources to workforce.

2. Strategic Fit Model

Ans :

A strategic fit is formed when HR strategies are integrated with business strategy. This integrated approach encourages the development of HR practices in such a manner that they both complement each other.

3. Intelligent Tutoring Systems.

Ans :

An intelligent tutoring system (ITS) is a computer system that aims to provide immediate and customized instruction or feedback to learners, usually without requiring intervention from a human teacher.

4. Resistance to change.

Ans :

Resistance to change consists of any employee behaviors designed to discredit, delay or prevent the implementation of a work change. Employees resist change because it threatens their needs for security, social interaction, status, competence and self esteem.

5. Organizational effectiveness.

Ans :

Organizational effectiveness is defined as a concept to measure the efficiency of an organization in meeting its objectives with the help of given resources without putting undue strain on its employees.

FACULTY OF MANAGEMENT
MBA I Year II-Semester (CBCS) Examination
MODEL PAPER - I
HUMAN RESOURCE MANAGEMENT

Time: 3 Hours]

[Max. Marks: 80

PART - A (5 × 4 = 20 Marks)

[Short Answer Type]

Note : Answer All the questions in not more than one page each

ANSWERS

- | | |
|--------------------------------|---------------------|
| 1. Operative Functions of HRM. | (Unit - I, SQA-4) |
| 2. Define Job Analysis. | (Unit - II, SQA-3) |
| 3. Human Resource Development. | (Unit - III, SQA-4) |
| 4. Define discipline. | (Unit - IV, SQA-3) |
| 5. Strategic HRM. | (Unit - V, SQA-1) |

PART - B (5 × 12 = 60 Marks)

[Essay Answer Type]

Note : Answer All the questions by using internal choice in not exceeding four pages each

- | | |
|--|------------------------|
| 6. (a) Explain the objectives and scope of HRM. | (Unit - I, Q.No. 2) |
| (OR) | |
| (b) Explain the various Models of HRM. | (Unit - I, Q.No. 10) |
| 7. (a) Describe various methods of job analysis. | (Unit - II, Q.No. 7) |
| (OR) | |
| (b) (i) Explain about Work Connectivity Index. | (Unit - II, Q.No. 12) |
| (ii) Explain about Threshold traits analysis. | (Unit - II, Q.No. 13) |
| 8. (a) Discuss about the LEV and Schwartz model of HR accounting. | (Unit - III, Q.No. 21) |
| (OR) | |
| (b) What is off-the-job training. Explain various methods off-the-job training. | (Unit - III, Q.No. 9) |
| 9. (a) Define Group Dynamics. Explain the nature of Group Dynamics. | (Unit - IV, Q.No. 7) |
| (OR) | |
| (b) What is Strategic Reward? Discuss various types of Strategic Reward Decisions. | (Unit - IV, Q.No. 18) |
| 10. (a) "Managing emotions positively leads to enhancing competencies at work". Discuss. | (Unit - V, Q.No. 4) |
| (OR) | |
| (b) What are the differences between mergers and acquisitions? | (Unit - V, Q.No. 48) |

FACULTY OF MANAGEMENT
MBA I Year II-Semester (CBCS) Examination
MODEL PAPER - II
HUMAN RESOURCE MANAGEMENT

Time: 3 Hours]**[Max. Marks: 80****PART - A (5 × 4 = 20 Marks)****[Short Answer Type]****Note : Answer All the questions in not more than one page each****ANSWERS**

- | | |
|-----------------------------------|---------------------|
| 1. Managerial Functions of HRM. | (Unit - I, SQA-6) |
| 2. Job Rotation | (Unit - II, SQA-7) |
| 3. HR Accounting | (Unit - III, SQA-3) |
| 4. What is learning organization. | (Unit - IV, SQA-5) |
| 5. Define HR scorcard. | (Unit - V, SQA-2) |

PART - B (5 × 12 = 60 Marks)**[Essay Answer Type]****Note : Answer All the questions by using internal choice in not exceeding four pages each**

- | | |
|--|------------------------|
| 6. (a) How do you align HR strategy with corporate strategy. | (Unit - I, Q.No. 12) |
| (OR) | |
| (b) "HR professionals are under continuous surveillance to function under competency framework" - Elucidate. | (Unit - I, Q.No. 30) |
| 7. (a) Explain the methods of Job Evaluation. | (Unit - II, Q.No. 31) |
| (OR) | |
| (b) Elaborate in detail about various sources of recruitment. | (Unit - II, Q.No. 54) |
| 8. (a) What is On-the-job Training. Explain various methods of On-the-job Training. | (Unit - III, Q.No. 11) |
| (OR) | |
| (b) "Career planning is more an individual function than corporate function". Discuss. | (Unit - III, Q.No. 31) |
| 9. (a) Define stress. What are the causes of stress? | (Unit - IV, Q.No. 33) |
| (OR) | |
| (b) Explain the techniques for improving QWL. | (Unit - IV, Q.No. 14) |
| 10. (a) How IHRM different from domestic HRM? | (Unit - V, Q.No. 16) |
| (OR) | |
| (b) What is Intelligent Tutoring Systems? State the various models of Intelligent Tutoring Systems. | (Unit - V, Q.No. 31) |

FACULTY OF MANAGEMENT
MBA I Year II-Semester (CBCS) Examination
MODEL PAPER - III
HUMAN RESOURCE MANAGEMENT

Time: 3 Hours]**[Max. Marks: 80**

PART - A (5 × 4 = 20 Marks)

[Short Answer Type]

Note : Answer All the questions in not more than one page each

ANSWERS

- | | |
|---------------------------------------|---------------------|
| 1. Human Resource Information System. | (Unit - I, SQA-2) |
| 2. Cognitive Task Analysis | (Unit - II, SQA-9) |
| 3. What is employee transition? | (Unit - III, SQA-2) |
| 4. What is Psychological Contract? | (Unit - IV, SQA-11) |
| 5. Define organization design. | (Unit - V, SQA-10) |

PART - B (5 × 12 = 60 Marks)

[Essay Answer Type]

Note : Answer All the questions by using internal choice in not exceeding four pages each

- | | |
|--|------------------------|
| 6. (a) Describe the key findings for Survival Capacity Building for Pandemics & Disruptive Technologies. | (Unit - I, Q.No. 33) |
| (OR) | |
| (b) Discuss the roles and responsibilities of HR. | (Unit - I, Q.No. 5) |
| 7. (a) Explain the importance of HR Planning. | (Unit - II, Q.No. 46) |
| (OR) | |
| (b) Explain the various Stages in Employee Selection Process. | (Unit - II, Q.No. 58) |
| 8. (a) What are the various methods of measurement of HRA. | (Unit - III, Q.No. 18) |
| (OR) | |
| (b) Describe the various stages of career planning. | (Unit - III, Q.No. 30) |
| 9. (a) Discuss about Peak Performance Modelling. | (Unit - IV, Q.No. 44) |
| (OR) | |
| (b) Examine the Grievances procedure. | (Unit - IV, Q.No. 27) |
| 10. (a) Compare and contrast global HRM and strategic HRM. | (Unit - V, Q.No. 25) |
| (OR) | |
| (b) What are the HR issues in Mergers and Acquisitions ? | (Unit - V, Q.No. 49) |

FACULTY OF MANAGEMENT
M.B.A I Year II Semester(CBCS) Examination
July / August – 2017
HUMAN RESOURCE MANAGEMENT

Time : 3 Hours]

[Max. Marks : 80

PART - A (5 × 4 = 20 Marks)

[Short Answer type]

Note : Answer **All** the questions

- | | <u>ANSWERS</u> |
|---|-----------------------|
| 1. HRM function line or staff. | (Unit-I, SQA-12) |
| 2. What is MDP. | (Unit-III, SQA-5) |
| 3. Draw a diagram of Greenhouse Career Development Model. | (Out of Syllabus) |
| 4. List reasons for employee absence. | (Out of Syllabus) |
| 5. What is HR six sigma process. | (Out of Syllabus) |

PART - B (5 × 12 = 60 Marks)

[Essay Answer type]

Note : Answer all the questions using the internal choice

- | | |
|--|----------------------|
| 6. (a) "HRM functions are influenced by a number of challenges in competitive environment". Discuss | (Unit-I, Q.No. 6) |
| OR | |
| (b) Examine objectives and scope of HRM | |
| (i) Objectives of HRM | (Unit-I, Q.No. 2) |
| (ii) Scope of HRM | (Unit-I, Q.No. 2) |
| 7. (a) Briefly explain steps in selection process. | (Unit-II, Q.No. 58) |
| OR | |
| (b) "Job characteristics model is irrelevant today as jobs are becoming highly dynamic" – Elucidate. | (Out of Syllabus) |
| 8. (a) "Developing psychological contract is the essence of success of HR management" – Examine. | (Out of Syllabus) |
| OR | |
| (b) Examine Lev and Schwartz model of HR accounting. | (Unit-III, Q.No. 21) |
| 9. (a) Explain Bate's Brand Wheel. | (Out of Syllabus) |
| OR | |
| (b) "Timely grievance management can reduce labour turnover" – Discuss. | (Unit-IV, Q.No. 32) |
| 10. (a) Discuss framework of HR issues in merger of large banks like SBH & SBI. | (Unit-V, Q.No. 50) |
| OR | |
| (b) "There is nothing like sustainable HRM, there is HRM for Sustainable organizations" – Elucidate. | (Unit-V, Q.No. 17) |

FACULTY OF MANAGEMENT
M.B.A I Year II Semester(CBCS) Examination
May / June - 2018
HUMAN RESOURCE MANAGEMENT

Time : 3 Hours]

[Max. Marks : 80

PART - A (5 × 4 = 20 Marks)**[Short Answer Type]****Note :** Answer **All** the questions from Part-A and Part-B.Each question carries **4** marks in Part-A and **12** marks in Part-B.**ANSWERS**

- | | |
|-------------------------|---------------------|
| 1. Line Vs Staff | (Out of Syllabus) |
| 2. Job Design | (Unit - II, SQA-2) |
| 3. Career Planning | (Unit - III, SQA-1) |
| 4. Grievance Management | (Out of Syllabus) |
| 5. HR Outsourcing | (Out of Syllabus) |

PART - B (5 × 12 = 60 Marks)**[Essay Answer Type]**

- | | |
|---|---------------------------|
| 6. (a) Describe the scope and objectives of the HRM. | (Unit - I, Q.No. 2) |
| OR | |
| (b) Explain merits and demerits of HRIS. | (Unit - I, Q.No. 18) |
| 7. (a) Outline the importance of Cohort Analysis. | (Out of Syllabus) |
| OR | |
| (b) Explain the various methods of training. | (Unit - III, Q.No. 9, 11) |
| 8. (a) Elucidate the significance of HR accounting. | (Unit - III, Q.No. 19) |
| OR | |
| (b) What is the HR utility framework? Explain. | (Out of Syllabus) |
| 9. (a) Describe the advantages and disadvantages of Employee Value Proposition. | (Unit - IV, Q.No. 24) |
| OR | |
| (b) Enumerate the importance of Employee Engagement Index. | (Unit - IV, Q.No. 38) |
| 10. (a) Elucidate objectives of Emotional Intelligence. | (Unit - V, Q.No. 6) |
| OR | |
| (b) Explain the various objectives of global HRM. | (Unit - V, Q.No. 10) |

FACULTY OF MANAGEMENT
M.B.A I Year II Semester(CBCS) Examination
July - 2018
HUMAN RESOURCE MANAGEMENT

Time : 3 Hours]

[Max. Marks : 80

PART - A (5 × 4 = 20 Marks)**[Short Answer Type]****Note :** Answer **All** the questions from Part-A and Part-B.Each question carries **4** marks in Part-A and **12** marks in Part-B.**ANSWERS**

- | | |
|--|---------------------|
| 1. List out operative functions of HRM | (Unit - I, SQA-4) |
| 2. What is Gallagher HR estimator? | (Out of Syllabus) |
| 3. What is employee transition? | (Unit - III, SQA-2) |
| 4. What is QWL? | (Unit - IV, SQA-13) |
| 5. What is HR scorecard? | (Unit - V, SQA-2) |

PART - B (5 × 12 = 60 Marks)**[Essay Answer Type]**

- | | |
|---|------------------------|
| 6. (a) What are the expectations of stakeholders from HRM? Explain. | (Out of Syllabus) |
| OR | |
| (b) "HR professionals are under continuous surveillance to function under competency framework" - Elucidate. | (Unit - I, Q.No. 30) |
| 7. (a) "Analysing and mapping work flow is a precondition for developing efficient HR in Industry" - Examine. | (Out of Syllabus) |
| OR | |
| (b) Discuss the utility of Kirkpatrick model of training employees in an organization. | (Out of Syllabus) |
| 8. (a) "Career planning is more an individual function than corporate function" - Discuss. | (Unit - III, Q.No. 31) |
| OR | |
| (b) Develop an argument for need and scope of HR accounting. | (Unit - III, Q.No. 20) |
| 9. (a) Explain Dunlop's IR model. | (Out of Syllabus) |
| OR | |
| (b) "Developing employee value proposition is good industrial relations. Discuss the critical success factor. | (Unit - IV, Q.No. 24) |
| 10. (a) "Managing emotions positively leads to enhancing competencies at work" - Discuss. | (Unit - V, Q.No. 4) |
| OR | |
| (b) Compare and contrast global HRM and strategic HRM. | (Unit - V, Q.No. 25) |

FACULTY OF MANAGEMENT
M.B.A I Year II Semester(CBCS) Examination
May / June - 2019
HUMAN RESOURCE MANAGEMENT

Time : 3 Hours]

[Max. Marks : 80

PART - A (5 × 4 = 20 Marks)**[Short Answer Type]****Note :** Answer **All** the questions from Part-A and Part-B.Each question carries **4** marks in Part-A and **12** marks in Part-B.**ANSWERS**

- | | |
|-------------------------|---------------------|
| 1. HR Planning | (Unit - II, SQA-11) |
| 2. Job evaluation | (Unit - II, SQA-1) |
| 3. HR Accounting | (Unit - III, SQA-3) |
| 4. Quality of work life | (Unit - IV, SQA-13) |
| 5. HR Index | (Out of Syllabus) |

PART - B (5 × 12 = 60 Marks)**[Essay Answer Type]**

- | | |
|---|------------------------|
| 6. (a) Elucidate the functions of HRM. | (Unit - I, Q.No. 5) |
| OR | |
| (b) What are the competitive challenges of HRM? Explain. | (Unit - I, Q.No. 6) |
| 7. (a) Narrate the various methods of Performance Appraisal. | (Unit - II, Q.No. 42) |
| OR | |
| (b) Enumerate the process of selection. | (Unit - II, Q.No. 58) |
| 8. (a) Describe the various stages of Career Planning. | (Unit - III, Q.No. 30) |
| OR | |
| (b) How do you classify the Psychological Contract? Explain. | (Unit - IV, Q.No. 36) |
| 9. (a) Discuss the functions of Grievance Management. | (Out of Syllabus) |
| OR | |
| (b) Narrate the pros and cons of Absence Management. | (Out of Syllabus) |
| 10. (a) What are the issues in Mergers and Acquisitions? Elucidate. | (Unit - V, Q.No. 49) |
| OR | |
| (b) Bring out the importance of sustainable HRM model. | (Unit - V, Q.No. 19) |

FACULTY OF MANAGEMENT
M.B.A. I Year II Semester(CBCS) Examination
October - 2020
HUMAN RESOURCE MANAGEMENT

Time : 2 Hours]

[Max. Marks : 80

PART - A (4 × 5 = 20 Marks)

ANSWERS

Note : Answer any **Four** questions.

- | | |
|---|-------------------|
| 1. Scope of Human Resource Management. | (Unit-I, SQA-3) |
| 2. System Exchange Model | (Out of Syllabus) |
| 3. Validity generalization of Human Resource. | (Out of Syllabus) |
| 4. Dunlop's Model | (Out of Syllabus) |
| 5. Explain the Brad Factor | (Out of Syllabus) |

PART - B (4 × 15 = 60 Marks)

Note : Answer any **Four** questions.

- | | |
|---|--------------------------|
| 6. Narrate the various competitive challenges influencing Human Resource Management. | (Unit-I, Q.No. 6) |
| 7. What is human resource management ? Explain the stakeholders and integrated models of Human Resource Management. | (Unit-I, Q.No. 1, 11) |
| 8. Discuss the various methods of Job Analysis. | (Unit-II, Q.No. 7) |
| 9. Enumerate the importance of Human Resource Planning. | (Unit-II, Q.No. 46) |
| 10. What is Human Resource Accounting ? Explain the various methods of Human Resource Accounting. | (Unit-III, Q.No. 17, 18) |
| 11. What is Human Resource utility framework? Explain the various types of utility frame work. | (Out of Syllabus) |
| 12. Discuss the worker's participation in Management. | (Out of Syllabus) |
| 13. Explain about the pros and cons of Grievance Management. | (Out of Syllabus) |
| 14. What is strategic HRM? Narrate the various models of strategic HRM. | (Unit-V, Q.No. 20, 24) |
| 15. Explain the HR issues in mergers and acquisitions. | (Unit-V, Q.No. 49) |

FACULTY OF MANAGEMENT
MBA (CBCS) II - Semester Examination
July / August - 2021
HUMAN RESOURCE MANAGEMENT

Time : 2 Hours

Max. Marks. 80

Part - A ($4 \times 5 = 20$ Marks)**Note : Answer any Four Questions****Answers**

- | | |
|-----------------------|-------------------|
| 1. HRIS | (Unit-I, SQA-2) |
| 2. MDP | (Unit-III, SQA-5) |
| 3. Career Planning | (Unit-III, SQA-1) |
| 4. Absence Management | (Out of Syllabus) |
| 5. HR Scorecard | (Unit-V, SQA-2) |

Part - B ($4 \times 15 = 60$ Marks)**Note : Answer any Four Questions**

- | | |
|---|------------------------------------|
| 6. Define HRM. Discuss the operative functions of HRM. | (Unit-I, Q.No. 1, 5) |
| OR | |
| 7. Describe the changing business environment and competitive challenges influencing HRM. | (Unit-I, Q.No. 6, Out of Syllabus) |
| 8. Elucidate the Job analysis. | (Unit-II, Q.No. 1) |
| OR | |
| 9. Narrate the process of selection. | (Unit-II, Q.No. 58) |
| 10. Give the brief description of Flamholtz and Hermanson's models of HR Accounting. | (Unit-III, Q.No. 22, 23) |
| OR | |
| 11. What is HR utility framework? Discuss about the Markov Employee Transition. | (Out of Syllabus) |
| 12. Explain Dunlop's IR Model. | (Out of Syllabus) |
| OR | |
| 13. Write elaborately about workers participation in management. | (Out of Syllabus) |
| 14. What is the impact of globalization on HRM? Elucidate. | (Unit-V, Q.No. 15) |
| OR | |
| 15. Write about the six-sigma process. | (Out of Syllabus) |

FACULTY OF MANAGEMENT
MBA (CBCS) II - Semester Examination
October / November - 2021
HUMAN RESOURCE MANAGEMENT

Time : 2 Hours

Max. Marks. 80

Part - A (4 × 5 = 20 Marks)**Note : Answer any Four Questions****Answers**

- | | |
|---------------------------------|-------------------|
| 1. What are objectives of HRM ? | (Unit-I, SQA-1) |
| 2. What is Job evaluation? | (Unit-II, SQA-1) |
| 3. What is HRD? | (Unit-III, SQA-4) |
| 4. What is QWL? | (Unit-IV, SQA-13) |
| 5. What is Strategic HRM? | (Unit-V, SQA-1) |

Part - B (4 × 15 = 60 Marks)**Note : Answer any Four Questions**

- | | |
|---|---|
| 6. Write in detail about the integrated models of HRM > | (Unit-I, Q.No. 11) |
| OR | |
| 7. Examine the usefulness of information system in HR. | (Unit-I, Q.No. 17) |
| 8. "The goals of Job design is to integrate the needs of the individual with the organizational requirements". Discuss. | (Unit-II, Q.No. 21) |
| OR | |
| 9. Discuss the process of HRP. | (Unit-II, Q.No. 45) |
| 10. Write the relevance of HR Accounting. | (Unit-III, Q.No. 17) |
| OR | |
| 11. What is Career Planning? Describe Greenhaus development model. | (Unit-III, Q.No. 28
Out of Syllabus) |
| 12. How do you manage the labour turnover and stability indices in an organization? Explain. | (Out of Syllabus) |
| OR | |
| 13. Narrate the Bate's brand wheel for employer brand. | (Out of Syllabus) |
| 14. Discuss the Pros and Cons of HR outsourcing. | (Out of Syllabus) |
| OR | |
| 15. Write about the Paradox framework for sustainable HRM. | (Out of Syllabus) |