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## **MODULE-4 CHAP-1 EMPLOYEE WELFARE AND SOCIAL SECURITY**

### **TOPIC -1 EMPLOYEE WELFARE:**

#### **Meaning of Employee welfare:**

Employee welfare means the facilities provided to the employees in excess of the statutory requirements and with the intention of enhancing their general well-being

#### **Objectives of Employee Welfare:**

- Employee welfare aims at creating a motivational environment
- It focuses on retaining the talented employees
- Organizations look to obtain high employee involvement, and satisfaction through welfare measures
- Organizations attempt to create goodwill for themselves in the labour market
- Employee welfare strives to create a strong bond between the organization and the employees
- Employee welfare helps the organization avoid jealousy and fault-finding among the employees

#### **Types of Welfare Measures:**

- Statutory Welfare Facilities
- Non-Statutory Welfare Facilities

#### **1. Statutory Welfare Facilities:**

- Statutory Welfare Facilities -Welfare facilities undertaken as per the requirements of the laws, are called statutory facilities
- Important statutory welfare acts in India are
- Factories Act, 1948
- Contract Labour (Regulation and Abolition) Act, 1970



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- Mines Act, 1952
  - Motor Transport Workers Act, 1961
  - Plantation Labour Act, 1951

## 2. Non-Statutory Welfare Facilities

Non-statutory facilities may include the facilities offered by the employers voluntarily and also those created by the employees themselves through their unions and other agencies

Examples of Non-statutory facilities are

- Transport Facilities,
- Housing Facilities
- Education Facilities
- Recreation Facilities
- Canteen Facilities
- Insurance Facilities
- E-Commuting and
- Flexi-Time Facilities

## MODULE-4 CHAP-1

### TOPIC-2 SOCIAL SECURITY–MEANING:

- Social security is defined as a series of connected programmes, each with its own set of rules and payment schedules
- Social security is a very wide concept to define and it is difficult also. Social security means the efforts related to protect and support the sufferers against the impacts of different types of unwanted activities due to that the life of persons is under risk. These are called social risks and include retirement, sickness, disability, old age, survivor, death of earning members, maternity, unemployment, etc.



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- Social security administration stated that, “social security to programmes established by government statutes which insure individuals against interruption or loss of earning power, and for certain special expenditures arising from marriage, birth, or death”.

### **CHARACTERISTICS OF SOCIAL SECURITY:**

- ❖ Social security programme is for the persons living in the society and working.
- ❖ It is for the needy persons as retired, unemployed, old, and disabled.
- ❖ The interest of social security to facilitate needy persons for at least normal life living.
- ❖ It is to offset the impacts of hardship due to social risks such as – sickness, old age, retirement, disability and unemployment.
- ❖ Contributes in improving the standard of living of the ignored people from the society.
- ❖ This programme is necessary for national development and happiness.
- ❖ The major roles played in providing the facilities are governments, NGOs, trusts, and volunteers.
- ❖ Governments enacted certain laws regarding benefits provided by them and these are known as social security legislations.
- ❖ The evolution of concept of social security and social security legislation has taken a long time to reach to the current position.
- ❖ The facilities provided and social security legislations are not same across the world.
- ❖ Many benefits are provided under social security to the workers and may include pension, gratuity, maternity, provident fund, sickness benefits, disablement benefits, funeral benefits, welfare facilities, etc.
- ❖ People prefer to join the jobs where social security measures are provided and well implemented.

### **TYPES OF SOCIAL SECURITY BENEFITS**

There are four basic types of benefits based on the person receiving them. The types are retirement, disability, survivors and supplemental benefits.

#### **1. Retirement Benefits**



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- Retirement benefits are what typically come to mind when most people think of Social Security. Such benefits are available for people 62 or older who have worked at least 10 years. Your benefit amount will vary based on your pre-retirement salary as well as the age at which you begin collecting benefits. While it is not meant to be your only source of income, it can help you avoid debt during your retirement years. Additionally, your spouse or divorced spouse may be eligible for Social Security retirement benefits even if he or she has not paid into the program.

## **2. Disability Benefits**

- Disability benefits support people who cannot work because of disabilities. As with retirement benefits, you need to have worked a certain number of years to be eligible for Social Security Disability Insurance (SSDI) benefits. The amount of work you need depends on your age, and your monthly benefit amount depends on your pre-disability salary. SSDI benefits may also be available for your spouse or divorced spouse.

## **3. Survivors Benefits**

- Survivors benefits can help bridge financial gaps for survivors of workers and retirees. Eligible recipients typically include help for widows and widowers, divorced spouses and children. The 2015 U.S. Supreme Court decision (Obergefell v. Hodges) gave same-sex couples access to Social Security benefits.
- The level of benefits depends on a number of factors, including the worker's age at death, the worker's salary, the survivors' ages and the survivors' relation to the deceased.
- There also is a "death benefit" for survivors that is a one-time payment of \$255 that goes to the spouse or children of a deceased worker.

## **4. Supplemental Security Income Benefits**

- Supplemental Security Income (SSI) helps people who are unable to earn sufficient wages on their own. It is available to adults with disabilities, children with disabilities and people 65 or older. Individuals with enough work history may be eligible to receive SSI in addition to disability or retirement



benefits. The amount individuals receive varies based on their other sources of income and where they live.

## **SOCIAL SECURITY ACTS IN INDIA:**

- The employees' state insurance act, 1948,
- The employees' provident funds and miscellaneous provisions act, 1952 including the employees' deposit linked insurance scheme, 1976, and
- The maternity benefit act, 1961 and the
- Payment of Gratuity Act, 1972.

## **EMPLOYEES STATE INSURANCE (ESI)**

- ESI scheme will apply to establishment employing 10 or more employs. It is also be applicable to an establishment, which carries on such hazardous or life threatening occupation as notified by the Central Government, even a single employee is employed. The code covers the gig workers and platform workers under the ESI scheme.
- If the employer fails to pay ESI contributions, the ESIC (employees state insurance corporation) may pay the benefits to the employee and recover it from the employer the capitalized value of the benefit, including the contribution amount, interest and damages, as an arrear of land revenue or otherwise.

## **MATERNITY BENEFIT [12]**

- No woman shall work in any establishment during the six weeks immediately following the day of her delivery, miscarriage or medical termination of pregnancy.
- Every woman shall be entitled to the payment of maternity benefit at the rate of the average daily wage for the period of her actual absence.
- Every woman shall be entitled to maternity benefit if she has actually worked in an establishment of the employer from whom she claims maternity benefit, for a period of not less than eighty days in the twelve months immediately preceding the date of her expected delivery.



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- The maximum period for which any woman shall be entitled to maternity benefit shall be twenty-six weeks of which not more than eight weeks shall precede the expected date of her delivery.
  - In addition to maternity benefit in terms of paid leaves, every woman is entitled to medical bonus of up to INR 3,500 (if pre-natal confinement and post-natal care is not provided by employer)
  - In case of miscarriage, or medical termination of pregnancy, a woman shall, be entitled to leave with wages at the rate of maternity benefit, for a period of six weeks immediately following the day of her miscarriage.

## GRATUITY [11]

- Gratuity is applicable to every factory, mine, oilfield, plantation, port and railway company; and every establishment in which 10 or more employees are employed, or were employed, on any day of the preceding 12 months, shall pay gratuity to their eligible employees. Gratuity shall be payable to an employee on the termination of his employment after he has rendered continuous service for not less than five years, Provided further that the completion of continuous service of five years shall not be necessary where the termination of the employment of any employee is due to death or disablement or expiration of fixed term employment.
- In case of working journalist, the gratuity shall be payable on the termination of employment after continuous service of three years.
- The SS code entitled the fixed term employees (i.e. employed for a fixed duration) to receive gratuity on pro rata basis, based on the term of their contract.

## EMPLOYEE PROVIDENT FUND [10]

- The code has revised the applicability of the **Employees Provident Fund Scheme** (“EPF”). The EPF will apply to the establishment employing 20 or more employees. The Central Government may establish the Provident fund where the contribution paid by the employer to the fund shall be 10% of the wages for the time being payable to each of the employees (whether employed



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by him directly or by or through a contactor), and the employee's contribution shall be equal to the contribution payable by the employer.

- An employee can contribute more than 10 %, subject to the condition that the employer is not be under an obligation to pay more than 10 %, Provided that the Central Government may by notification, modify the rate from 10% to 12%

## CONCLUSION

- The enactment of the Code on Social Security, 2020 has made understanding of the scope and ambit of social security laws easier by consolidating the pre-existing laws. The Code also defined the various terms like gig workers and platform workers which were not previously defined. The Code will help in increasing employment opportunities by engaging workers on temporary basis and also providing them with the social security.



## MODULE-4 CHAP-2 CURRENT TREND IN HRM

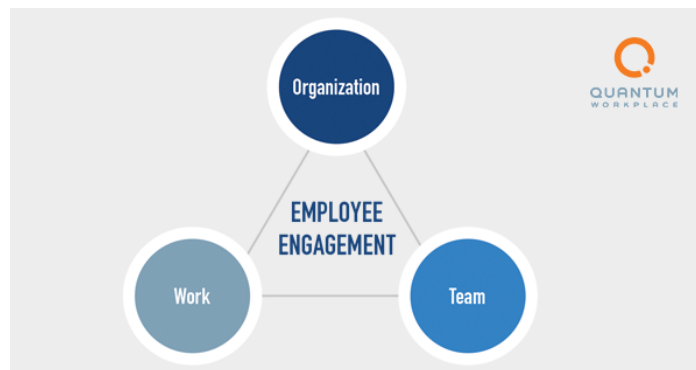
### TOPIC-1 EMPLOYEE ENGAGEMENT:

#### WHAT IS EMPLOYEE ENGAGEMENT?

In simple terms, Employee engagement is the level of commitment and involvement an employee has towards their organization and its values.

An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization.

Employee engagement is the strength of the mental and emotional connection employees feel toward the work they do, their teams, and their organization.



#### LEVELS OF EMPLOYEE ENGAGEMENT

Employee engagement measures how employee feel about their organization. Based on their perceptions of their workplace, employees are categorized into four main groups.







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### **Highly engaged employees:**

Highly engaged employees hold very favorable opinions of their place of work. When employees feel connected to their teams, love their jobs, and have positive feelings about your organization, they're going to want to stay and put in extra effort to help the organization succeed. These "brand advocates" speak highly of their company to family and friends. They encourage other employees around them to do their best.

### **Moderately engaged employees:**

Moderately engaged employees see their organization in a moderately favorable light. They like their company but see opportunities for improvement. These employees are less likely to ask for more responsibilities and may underperform. There is something about the organization or their job that holds them back from full engagement.

### **Barely engaged employees:**

Barely engaged employees feel indifferent toward their place of employment. They usually lack motivation for their position and will only do as much as they can to get by—sometimes less. Barely engaged employees may be researching other jobs and are a high turnover risk.

### **Disengaged employees:**

Disengaged employees have a negative opinion of their place of work. They are disconnected from the mission, goals, and future of the organization. They lack commitment to their position and responsibilities. It's important to understand how to handle disengaged employees so that their negative perceptions don't impact the productivity of employees around them.

## **WHAT ARE THE TOP DRIVERS OF EMPLOYEE ENGAGEMENT?**

- Employee engagement drivers are items that have a large impact on employee engagement outcomes.
- They are the items you should take action on when driving employee engagement.



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- All drivers will impact engagement—the key is to identify and act on the drivers that will make the biggest difference in your organization. And implement strategic employee engagement activities that support those drivers.

**Here are the top 10 drivers of employee engagement, based on our employee engagement trends research:**

- My job allows me to utilize my strengths.
- I trust our senior leaders to lead the company to future success.
- I believe this organization will be successful in the future.
- I find my job interesting and challenging.
- The senior leaders of this organization value people as their most important resource.
- My opinions seem to count at work.
- If I contribute to the organization's success, I know I will be recognized.
- I see professional growth and career development opportunities for myself here.
- The senior leaders of this organization demonstrate integrity.
- I have the information I need to do my job well.

From this list, there are a few key themes that are powerful indicators of employee engagement. They describe what is core to connection and engagement in your workplace.

### **Motivating work:**

Employees want their jobs to be challenging. They want to own tasks that use their strengths and have access to opportunities to develop in their roles and career. It's important for organizational leaders and HR teams to match talent to roles that supply these aspects of an engaging job.

### **Inspiring teams and leaders:**

Leadership and team relationships are extremely important for engagement. Employees want to work for leaders and teams that put people first, value employee contributions, and show integrity.



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## **Commitment to organization:**

Employees want to work for organizations that have a strategy built for success. They want to believe that they can contribute to that success in their role. Individuals want to successfully contribute to winning teams and organizations.

Our scientifically validated of employee engagement model examines how employees view the strength of the connection they have toward their work, team, and organization.

## **HOW DO YOU MEASURE EMPLOYEE ENGAGEMENT?**

Before you can improve employee engagement, you have to know where you stand. How do you measure employee engagement? One of the most accurate and efficient ways to gain understanding is with employee surveys.

3 types of employee surveys for measuring employee engagement

### **1. Employee engagement surveys**

A comprehensive employee engagement survey helps leaders understand engagement at the organizational level. These surveys should include questions that are scientifically proven to measure employee engagement.

### **2. Pulse surveys**

Pulse surveys are designed to help organizations gather real-time feedback on any topic at any time. This is especially important during times of transition—such as acquisitions and mergers, mission or focus changes, and executive or management changes.

### **3. Employee lifecycle surveys**

Employee lifecycle surveys allow you to collect feedback from employees during key moments in their tenure at your organization. Examples include:



- **New Hire Survey:** What do new hires think of your on-boarding process? What was their perception at the 30-, 60-, and 180-day marks? What's their outlook on the future?
- **Stay Survey:** Why are employees still working at your company? What could drive them to leave? What can be done to prevent it?
- **Exit Survey:** Why did an employee leave your organization? How did the turnover impact remaining employees? What can you do to prevent others from leaving?

## MODULE-4 CHAP-2

### TOPIC-2 TALENT MANAGEMENT:

#### MEANING OF TALENT MANAGEMENT

Talent consists of those individuals who can make a difference to organisational performance, either through their immediate contribution or in the longer term by demonstrating the highest levels of potential'

According to McKinsey, talent is the sum of

- a person's abilities,
- his or her intrinsic gifts,
- skills, knowledge, experience ,
- intelligence,
- judgment, attitude, character, drive,
- his or her ability to learn and grow

A conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organisational needs.

**TALENT=COMPETENCE+COMMITMENT+CONTRIBUTION**

#### TALENT MANAGEMENT-LIFE CYCLE/PROCESS





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### **Step-1 Workforce Planning:**

Integrated with the business plan, this process establishes workforce plans, hiring plans, compensation budgets, and hiring targets for the year.

### **Step-2 Recruiting:**

Through an integrated process of recruiting, assessment, evaluation, and hiring the business brings people into the organization.

### **Step-3 On-boarding:**

The organization must train and enable employees to become productive and integrated into the company more quickly.

### **Step-4 Performance Management:**

By using the business plan, the organization establishes processes to measure and manage employees.

### **Step-5 Training and Performance Support:**

This is a critically important function. Learning and development programs is provided to all levels of the organisation. This function itself is evolving into a continuous support function.

### **Step-6 Succession Planning:**

As the organization evolves and changes, there is a continuous need to move people into new positions. Succession planning, a very important function, enables managers and individuals to identify the right candidates for a position. This function also must be aligned with the business plan to understand and meet requirements for key positions 3-5 years out. While this is often a process reserved for managers and executives, it is more commonly applied across the organization.

### **Step-7 Compensation and Benefits:**



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This is an integral part of people management. Here organizations try to tie the compensation plan directly to performance management so that compensation, incentives, and benefits align with business goals and business execution.

### **Step-8 Critical Skills Gap Analysis:**

This is a process we identify as an important, often overlooked function in many industries and organizations. While often done on a project basis, it can be "business-critical." For example, today industries like the Federal Government, Utilities, Telecommunications, and Energy are facing large populations which are retiring. How do you identify the roles, individuals, and competencies which are leaving? What should you do to fill these gaps? We call this "critical talent management" and many organizations are going through this now.

### **TALENT MANAGEMENT INITIATIVE:**

The managers and the higher authorities need to take the initiative to pave the way for the personal development and long-term association with the organisation. Some of the ways in which a manager can motivate and retain employees are as follows:





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**Recognition:** Recognising employees' contribution and their work on individual grounds, boost up self-confidence in them.

**Remuneration and Reward:** Increasing pay and remuneration of the employees as a reward for their better performance.

**Providing Opportunities:** Giving the charge of challenging projects to the employees along with the authority and responsibility of the same, makes them more confident.

**Role Design:** The role of employees in the organisation must be designed to keep them occupied and committed, it must be flexible enough to inculcate and adapt to the employee's talent and knowledge.

**Job Rotation:** Employees lack enthusiasm if they perform the same kind of work daily. Thus, job rotation or temporary shifting of employees from one job to another within the organisation is essential to keep them engaged and motivated.

**Training and Development:** On the job training, e-learning programmes, work-related tutorials, educational courses, internship, etc. are essential to enhance the competencies, skills and knowledge of the employees.

**Succession Planning:** Internal promotions helps identify and develop an individual who can be the successor to senior positions in the organisation.

**Flexibility:** Providing a flexible work environment to the employees makes them more adaptable to the organisation and brings out their creativity.

**Relationship Management:** Maintaining a positive workplace where employees are free to express their ideas, take part in the decision-making process, encourage employees to achieve goals and are rewarded for better performance leads to employee retention.

**Self-motivation:** Nothing can be effective if the employee is not self-determined and motivated to work.



## **MODULE-4 CHAP-2**

### **TOPIC-3 DIVERSITY AT WORK PLACE**

#### **What is Diversity in the Workplace?**

For an organization looking to cultivate a more diverse and inclusive workplace, it is important to understand what constitutes workplace diversity.

Workplace diversity refers to the variety of differences between individuals in an organization. Diversity not only includes how individuals identify themselves but also how others perceive them. Diversity within a workplace encompasses race, gender, ethnic groups, age, religion, sexual orientation, citizenship status, military service and mental and physical conditions, as well as other distinct differences between people.

### **MANAGEMENT STRATEGIES OF MANAGING DIVERSITY AT WORK OR TIPS FOR MANAGING WORKPLACE DIVERSITY**

#### **1. PRIORITIZE COMMUNICATION**

To manage a diverse workplace, organizations need to ensure that they effectively communicate with employees. Policies, procedures, safety rules and other important information should be designed to overcome language and cultural barriers by translating materials and using pictures and symbols whenever applicable.

#### **2. TREAT EACH EMPLOYEE AS AN INDIVIDUAL**

Avoid making assumptions about employees from different backgrounds. Instead, look at each employee as an individual and judge successes and failures on the individual's merit rather than attributing actions to their background.





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### **3. ENCOURAGE EMPLOYEES TO WORK IN DIVERSE GROUPS**

Diverse work teams let employees get to know and value one another on an individual basis and can help break down preconceived notions and cultural misunderstandings.

### **4. BASE STANDARDS ON OBJECTIVE CRITERIA**

Set one standard of rules for all groups of employees regardless of background. Ensure that all employment actions, including discipline, follow this standardized criteria to make sure each employee is treated the same.

### **5. BE OPEN-MINDED**

Recognize, and encourage employees to recognize, that one's own experience, background, and culture are not the only with value to the organization. Look for ways to incorporate a diverse range of perspectives and talents into efforts to achieve organizational goals.

### **6. HIRING**

To build a diverse workplace, it is crucial to recruit and hire talent from a variety of backgrounds. This requires leadership and others who make hiring decisions to overcome bias in interviewing and assessing talent. If organizations can break through bias and hire the most qualified people, those with the right education, credentials, experience and skill sets, a diverse workplace should be the natural result.

#### **Tips for hiring a diverse workforce:**

- Incorporate a diverse interview panel to ensure candidates are chosen solely based on suitability for the position.
- Managers should be trained on what can and cannot be asked in an interview. For example, questions about an applicant's personal life, such as which church they attend, their romantic life and political beliefs, are off-limits.
- Get creative when recruiting. For example, if an organization would like to hire more women in the engineering department, they could reach out to professional groups that cater to women in engineering and ask to advertise open positions in their newsletter or member communications.



## MODULE-4 CHAP-2

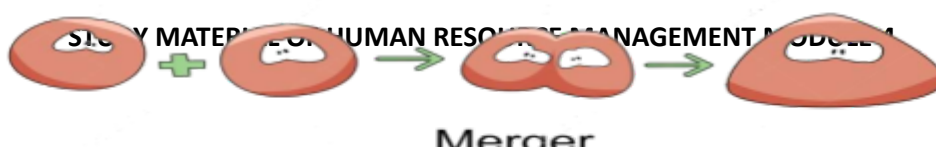
### TOPIC-4 MERGERS AND ACQUISITION IN HRM

#### INTRODUCTION:

- Companies today need to be **fast growing, Efficient, profitable, flexible, adaptable, and future- ready**
- They want a dominant market position
- It's virtually impossible to compete today's global economy
- They work with smaller firms that have developed or are developing new products
- Some firms focus on their own internal growth, Leadership and development
- Growing or expanding through deals that result in **mergers or acquisitions**
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#### MERGERS AND ACQUISITION-DEFINED IN GENERAL

- When we use the term "**merger**", we are referring to the merging of two companies where one new company will continue to exist.
- The term "**acquisition**" refers to the acquisition of assets by one company from another company.





## OBJECTIVE:

- Objective of **merger** is to achieve economy of scale and to carry on business more economically and efficiently.
- Objective of an **acquisition** is self-evidently growth and expansion of the acquirer's assets, sales and market share

## MERGERS – TYPES:

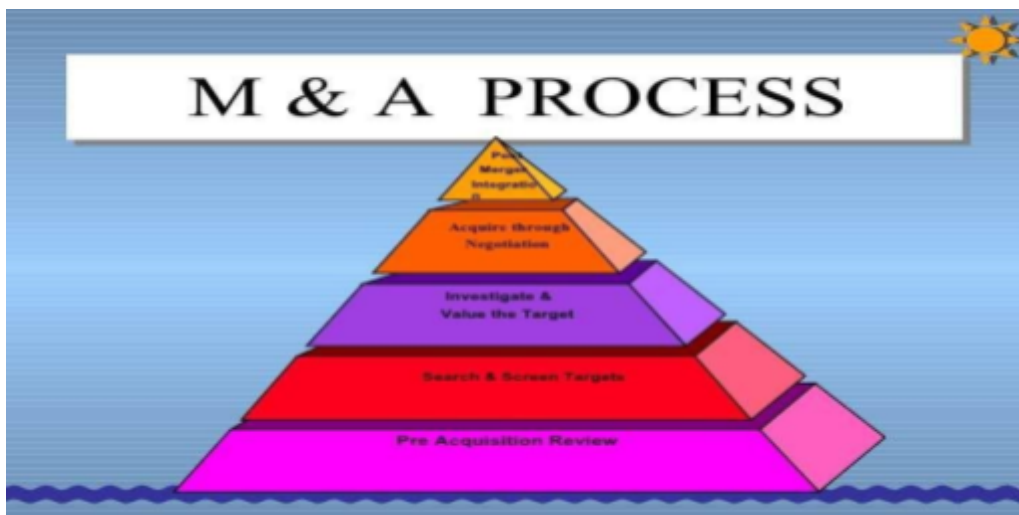
- In General, There are **mergers of equals and Unequal's**
- **Mergers of Equals** Like the merger between Ciba and Sandoz forming Novartis Where equals often compels Two companies to share in the staffing implications.
- **Mergers of unequal** like Chase and J.P. Morgan creating JPMorgan-Chase where the staffing implications being shared unequally

## ACQUISITION – TYPES:

There are two major types of acquisition involving

1. **Acquisition & Integration** Like Cisco Systems, it has a greater staffing implication
2. **Acquisition & Separation** Like Unilever and Best Foods, not greater staffing implication as of the above one

## MERGER AND ACQUISITION PROCESS:



### PHASE 1- Pre acquisition review

- The first step is to assess your own situation and determine if a merger and acquisition strategy should be implemented.
- If a company expects difficulty in the future when it comes to maintaining core competencies, market share, return on capital, or other key performance drivers, then a merger and acquisition (M & A) program may be necessary.

### PHASE 2- Search & Screen Targets

- The second phase within the M & A Process is to search for possible takeover candidates. Target companies must fulfill a set of criteria through which compatibility and strategic fit should be assessed.

### PHASE 3 – Investigate & Value the Target



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- The third phase of M & A is to perform a more detail analysis of the target company. This detail review is called “due diligence.”
  - It requires a more thorough review of operations, strategies, financials, and other aspects of the Target Company.
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#### **PHASE 4 – Acquire through Negotiation**

- Negotiation plan is based on several key questions:
  - How much resistance will we encounter from the Target Company?
  - What are the benefits of the M & A foe the Target company?
  - What will be our bidding strategy?

#### **PHASE 5 – Post Merger Integration**

- The deal is finalized in a formal merger and acquisition agreement which lead us to the fifth and final phase within the M &A Process, the integration of the two companies.
- The integration process can take place at three levels.
  1. Full
  2. Moderate
  3. Minimal



## **MODULE-4 CHAP-2**

### **TOPIC-5 HR SCORE CARD**

#### **WHAT IS AN HR SCORECARD?**

- HR Scorecard are tools to measure how well the HR function is aligned to the overall strategic goals of the organization.
- In other words, HR now was expected to align its recruitment, compensation, and employee retention strategies to the organizational strategies.
- What this means is that in contemporary organizations, the HR managers have a “seat at the leadership table” or to put it simply, they have to be aligned with the larger organizational strategies.
- Towards this end, the HR Scorecard works by providing decision-makers with data and inputs about how much the employee recruitment and retention processes cost and what are the benefits of the same.
- For much of the 20th century, it was commonly understood that these costs are part of the overall organizational costs and there was no way to measure the benefits of such expenses in “tangible” ways.
- In other words, what this means is that an HR Scorecard provides the organizational leaders with metrics and data in tangible terms about the payoffs and the benefits from HR processes and activities.

#### **HOW THE HR SCORECARD WORKS:**

- How the HR Scorecard works is that by drawing up the budget for the HR function, key cost items and overheads are identified and once done so, then



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such costs are translated into how much benefit that they are bringing to the overall organization.

- For instance, if high potential and highly talented employees are hired, the costs of hiring and retention are then measured and stacked against the likely benefits that such activities bring to the organization.
- Apart from this, the real usefulness of HR Scorecards is that it gathers metrics about activities and processes such as training and then identifies the likely benefits in terms of result oriented and metric-based training outcomes.
- In other words, “by keeping score” of which training cost how much and how useful or relevant it was in addition to how much benefit that such training meant to the attendees, the HR Scorecard provides the leadership and the HR managers with measures and metrics on the “value” that is being created to the organization.
- Thus, HR scorecards are indeed useful and relevant in contemporary organizations that take human resources seriously.

## **WHAT ARE THE BENEFITS OF HR SCORECARDS?**

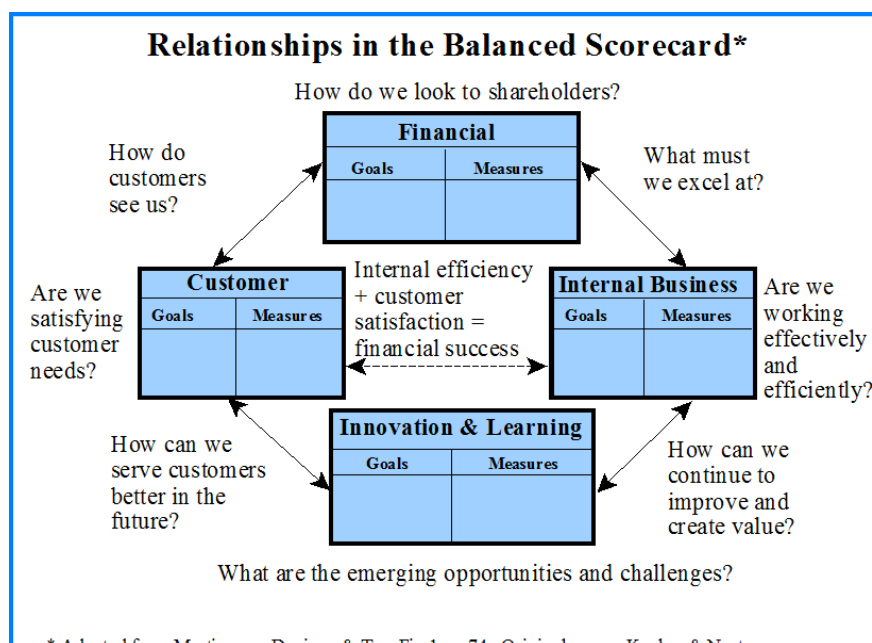
- The key benefit or the relevance of tools such as HR Scorecards is that it aligns the broader organizational strategies with the HR strategies and the convergence of organizational goals with the HR goals brings the HR function in line and tune with the overall organizational ecosystem.
- For instance, how this works in the real world is that if an organization identifies superlative customer service as a strategic goal, the HR scorecard helps in measuring the benefits of initiatives such as training the customer service representatives and the associated staff costs involved in hiring and retaining such key personnel.
- At the end of the year, the benefits of the initiatives as measured by customer feedback surveys are tallied to the costs of the initiatives so that organizational decision makers and more importantly, the HR Managers have an idea about the effectiveness and efficacy of their hiring and retention strategies and their usefulness and relevance to the broader organizational goals and objectives.



- In other words, the HR function is no longer a “silo” that stands apart in “splendid isolation” and is instead, aligned with the overall organizational ecosystem of goals and objectives.

## ALIGNING HR AND ORGANIZATIONAL STRATEGIES:

- Thus, the convergence of HR and the organizational strategies creates synergies for all the organizational stakeholders.
- Indeed, while it can be argued that the HR Function was always expected to be aligned to the overall organizational imperatives, the key benefit that the HR Scorecard brings is that it provides data and metrics to support its qualitative narrative.
- In other words, the HR Scorecard operates through data-driven and metric-based measurement and tracking of the progress and the benefits of the various initiatives.
- This data based approach combined with an objective CBA or Cost-Benefit Analysis means that decision-makers can identify where costs can be cut or where optimization and rationalization of benefits accrued from such costs can be done.
- To conclude, an HR Scorecard represents an entirely new way of aligning the HR and the wider organizational goals and objectives.







## **MODULE-4 CHAP-2**

### **TOPIC-6 KNOWLEDGE MANAGEMENT**

#### **WHAT IS A KNOWLEDGE MANAGEMENT PROCESS**

A knowledge management process is the way in which a business manages knowledge, including its capture, storage, organization, verification, security, distribution, and use. This process, when effective, informs accurate and beneficial decision-making, stimulates collaboration and innovation throughout the organization, and enhances internal and external communication and efficiency.

#### **HOW DO YOU DEVELOP A KNOWLEDGE MANAGEMENT PROCESS?**

- Developing knowledge management systems and processes within your business requires an initial assessment of your existing business processes, so knowledge management team members can integrate KM steps where they make the most sense. Pairing the right knowledge management steps or actions with appropriate business processes gives people in your organization access to the knowledge they need to make important decisions, enhance efficiency, communicate with their team or clients, train employees effectively, add their own expertise, and more.
- Here's a look at the most common systems and processes steps a business might integrate throughout the organization with an effective knowledge management process:

#### **TYPICAL STEPS IN KNOWLEDGE MANAGEMENT PROCESSES**



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- **Discovery:** The process of knowledge management begins with discovery. Knowledge discovery is the process of extracting information from data that can be useful to your organization's strategy, operations, communication, and relationship development. Using data mining to identify patterns, trends, or correlations within large sets of transactional or customer relationship data is an example of discovery.
  - **Capture:** Knowledge capture is acquiring the knowledge your organization already possesses—within individual employees, teams, documents, or processes—as well as external knowledge, so it can be documented, communicated, and shared to the benefit of your business. Conducting an audit of your existing documentation and encouraging content creation in knowledge areas where you have gaps are key to capturing knowledge.
  - **Organization:** Knowledge organization means describing, classifying, categorizing, and indexing information so it can be easily retrieved, navigated, reused, and shared among employees, teams, and other critical users. The right knowledge management system can help you sort and segment knowledge so information is readily accessible by the people who need it most.
  - **Assessment:** In order for knowledge to drive beneficial business decisions, spark collaboration and innovation, and improve internal and external processes, you must ensure that knowledge is verified and validated. That means integrating processes that ensure any information your organization intends to apply is accurate, complete, consistent, and up to date. Automatic validation features within your knowledge management system, as well as regular reviews by your internal experts, are critical.
  - **Sharing:** Knowledge sharing encompasses both making knowledge available to those who actively seek it within your organization and directly communicating appropriate knowledge to a user who could potentially apply it for the benefit of your business. Team leaders should regularly encourage, and possibly incentivize, knowledge sharing.
  - **Reuse/application:** Knowledge reuse or application is when an individual or team can take captured (and organized/assessed) knowledge and apply that



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knowledge to enhance efficiency, improve business operations, complete a strategic task, communicate more effectively with colleagues or customers, etc. A documented lesson learned from one employee's complex customer interaction may streamline the process for a colleague in a similar situation, for example.

- **Creation:** Knowledge creation is when individuals or teams within your organization add what they've learned—through practice, process navigation, internal and external interactions, independent research, and other experiences—to the organization's collective knowledge. That individual knowledge can then be shared, reused, and applied, as well as expanded upon by future knowledge seekers. Establishing content creation guidelines and regularly communicating the value of – and praising/rewarding the completion of—new relevant content can help you establish a culture of knowledge creation among your teams.

SR. NO.	QUESTION	ANSWER
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1	The employee welfare facilities available outside the organization are called	extra-mural facilities
2	The employee welfare facilities available inside the organization are called	intra-mural facilities
3	Who among the following has the responsibility for employee welfare	State government
4	In the absence of statutory requirements, the employers may not provide even the basic facilities to the employees. This is the basic assumption of the	Policing theory
5	According to which theory, employee welfare is an investment which would multiply and return to the employers in some other forms?	Religious theory
6	In inclination to do something good for others can influence the employers to undertake welfare facilities. This is the assumption of the	Religious theory
7	Making peace with employees by fulfilling all their needs without any resistance is the essence of the	Appeasement theory
8	Which of the following benefits is covered under social security schemes?	1948
9	In which of the following years was the Workmen's Compensation Act introduced?	1923
10	The Maternity Benefit Act was introduced in the year	1961
11	The Payment of Gratuity Act was introduced in the year	1972
12	Employees' Deposit Linked Insurance Scheme was introduced in the year	1976
13	The composition of which of the following is similar to the structure of ILO?	Canteen Managing Committee
14	Which of the following is not an objective of Workers' Education Scheme in India?	To make them efficient at work
15	Which part of the Indian Constitution has shaped the labour welfare programmes?	Preamble (b) The Directive Principles of State Policy (c) Both (a) and <b>None of the above</b>
16	International Labor Organization is agency of	IBRD
17	Headquarters of International Labour Organization is located in _____.	Paris



18	Agency of United Nations which deals with international labour standards and providing social protection and working opportunities is _____.	International Workforce Recruiters
19	International Labour Organization received Nobel Peace Prize in _____.	1965
20	International Labour Organization was formulated in _____.	1939
21	The ongoing globalization in the country needs reforms in our labour laws. The forces oppose changes in the existing labour legislations is _____.	Labour and Trade Unions
22	<b>Statutory Welfare Facilities include</b>	Factories Act, 1948
23	<b>Statutory Welfare Facilities include</b>	<b>Statutory Welfare Facilities include</b>
24	<b>How many Types of Welfare Measures are there</b>	2
25	facilities provided to the employees in excess of the statutory requirements and with the intention of enhancing their general well-being meaning	<b>Employee welfare</b>
26	<b>Objectives of Employee Welfare is</b>	motivational environment talented employees
27	Mines Act, 1952 comes under?	<b>Statutory Welfare Facilities</b>
28	Contract Labour (Regulation and Abolition) Act, 1970 comes under	<b>Statutory Welfare Facilities</b>
29	Examples of Non-statutory facilities are	<ul style="list-style-type: none"> <li>● Transport Facilities,</li> <li>● Housing Facilities</li> <li>● Education Facilities</li> <li>● Recreation Facilities</li> <li>● Canteen Facilities</li> <li>● Insurance Facilities</li> <li>● E-Commuting and</li> </ul>



		● Flexi-Time Facilities
30	a series of connected programmes, each with its own set of rules and payment schedules	Social security
31	Social security is what kind of concept	wide
32	How many types of social security benefit are there	4
33	The employees' state insurance act, 1948, comes under	<b>SOCIAL SECURITY ACTS</b>
34	The maternity benefit act, 1961 comes under	<b>SOCIAL SECURITY ACTS</b>
35	ESI scheme will apply to establishment for how many employing?	10 or more
36	No woman shall work in any establishment during the six weeks immediately following the day of her delivery, miscarriage or medical termination of pregnancy means?	<b>MATERNITY BENEFIT</b>
37	In addition to maternity benefit in terms of paid leaves, every woman is entitled to medical bonus of up to	INR 3,500
38	In case of miscarriage, or medical termination of pregnancy, a woman shall, be entitled to leave with wages at the rate of maternity benefit, for a period of	six weeks
39	Gratuity is applicable to every factory, mine, oilfield, plantation, port and railway company; and every establishment in which	10 or more employees
40	Talent management is a process involves	attracting and retaining high-quality employees developing their skills,



		Continuously motivating them to improve their performance.
41	Talent Management is a _____ Process	Constant Process
42	The primary focus of Talent Management is to create	Motivated Work Force
43	Talent Management focus to create a workforce who will	Stay in the organisation for the long run
44	You need to have a talent management strategy in place designed just for your company	to gain optimal results
45	Talent Management process ends with which of the following	Plan for succession
46	Why are employers interested in employee engagement?	Because engaged employees are more motivated and prepared to give their best to make the firm succeed
47	Which of the following is not one of the 3 Key Drivers of Employee Engagement?	Compensation
48	_____ is a total number of people in a country or region who are physically able to do a job and are available to work.	Workforce
49	_____ is multidimensional	Diversity
50	Employers who hire a _____ talent pool retain employees who feel valued and heard	Diverse
51	_____ in workplace is important for encouraging workers from all backgrounds	Equality
52	_____ is a driving force for success.	Effective communication
53	A strike called by a section of workers/union members without authorisation from proper authority of the union is called	wild cat strike
54	Which is a form of participative management?	information-sharing associative participation consultative participation
56	The objectives of workers' participation in management do not ordinarily include	promotion of collective bargaining
57	Which kind of workers participation makes the workers as shareholders of the company?	Participation at Board Level
58	Talent Management is analyzing the right talent gaps for the	Current Condition Future Condition Neither A nor B
59	What is the process of finding and retaining the most qualified employees to help a company reach its goals?	Talent management
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