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MBA SEMESTER 2

Human Resource Management- 4529204

MODULE 1

Introduction to Human Resource Management:

Human Resources means the collection of people and their characteristics at work. These are distinct and unique to an organization in several ways

Human resource management is concerned with policies and practices that ensure the best use of the human resources for fulfilling the organizational and individual goals

Why and how Human Resources (HR) are superior to physical resources

- HR alone appreciates over a period
- HR achieves in higher performance output than its actual input
- HR brings value to all other assets
- Operational flexibility is possible with HR

Functions of HRM

There are two type of functions

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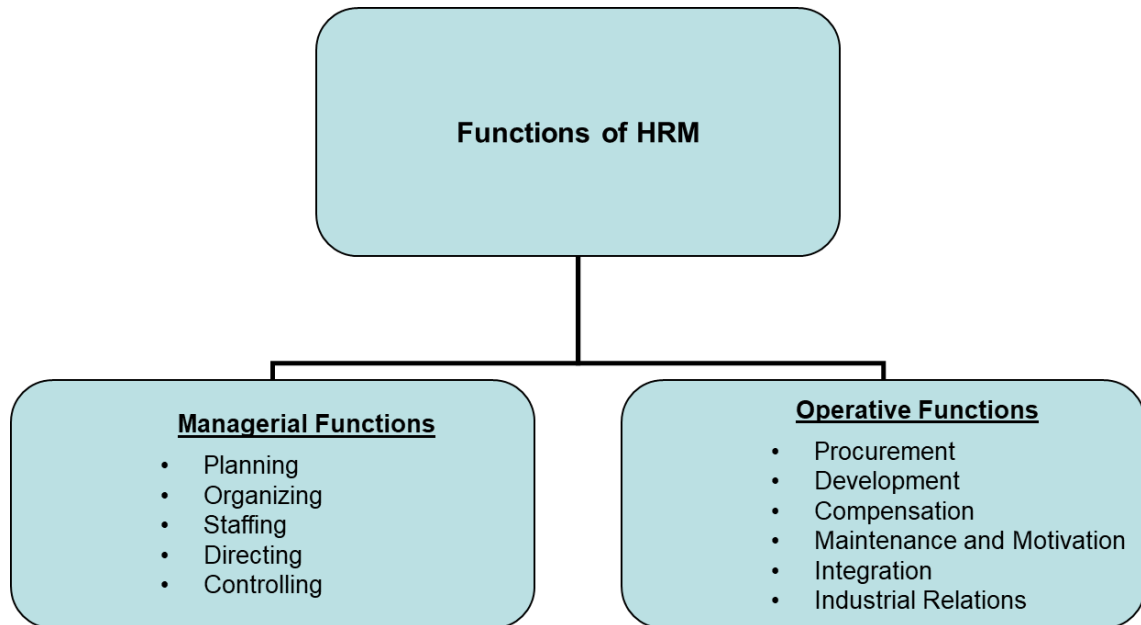
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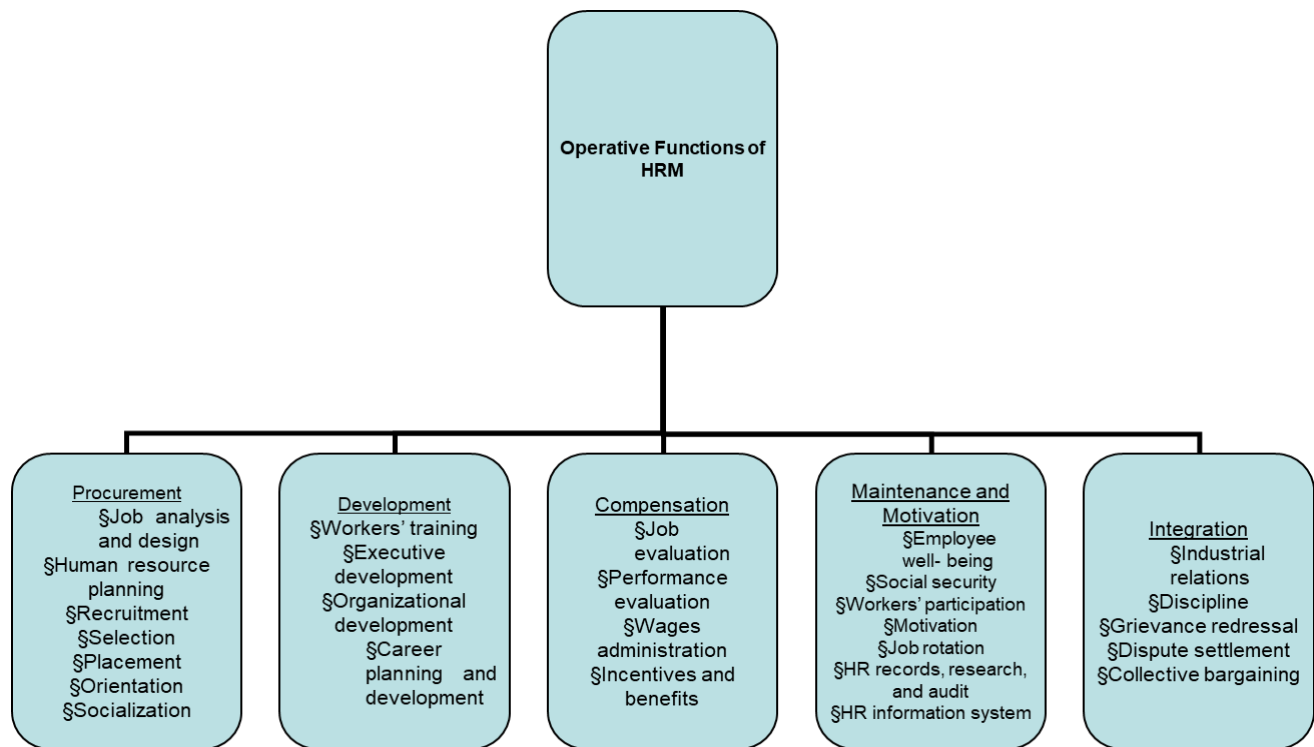
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Scope of Human Resource Management

- **Personnel or Labor Aspect** deals with HR planning, recruitment, selection, placement,, training and development, remuneration, etc
- **Welfare Aspect** deals with working conditions and amenities such as canteen, rest-rooms, etc
- **Industrial Relations Aspect** deals with union–management relations like collective bargaining, grievance and disciplinary actions, etc

Qualities of an HR Manager

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- Knowledge,
- Intelligence,
- Communication Skills,
- Objectivity and Fairness,
- Leadership and Motivational Qualities
- Emotional Maturity and
- Empathy

The Future Role of HRM

- Change in the Nature of Work
- Widening Scope of HR Activities
- Greater Emphasis on HRIS-
- Change in Labor Market Conditions
- Increasing Importance of High Performance Work Systems (HPWS)
- Growing Need for Measurement Tools to Evaluate HR Programmes

Objectives of HRM

- To act as a liaison between the top management and the employees.
- To arrange and maintain adequate manpower inventory
- To devise employee benefit schemes
- To ensure and enhance the quality of work life
- To offer training
- To help keep up ethical values and behaviour amongst employees both within and outside the organization.

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- To maintain high morale and good human relations within the organization.

Traditional Vs. Strategic HR

BASIS FOR COMPARISON	HRM	SHRM
Meaning	Human resource management (HRM) implies the governance of manpower of the organization in a thorough and structured manner.	SHRM is a managerial function which implies framing of HR strategies in such a way to direct employees efforts towards the goals of organization.
Nature	Reactive	Proactive
Responsibility lies with	Staff specialist	Line manager
Approach	Fragmented	Integrated
Scope	Concerned with employee relations	Concerned with internal and external relations
Time horizon	Short term	Long term
Basic factor	Capital and products	People and knowledge
Change	Follows change	Initiates change
Accountability	Cost center	Investment center
Control	Stringent control over employees	It exhibits leniency.



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Human Resource System

Macro and Micro Dimensions, Macro HR Policy; Factors affecting Macro HR policy; Micro HR, Factors affecting micro part of HR, MICRO Level practices

History of HRM in India

1. Available in scatter manner
2. So many informal ways on implementation
3. In 1920 due the recommendation of S.S. Bengali under the title of the Royal commission(1931), labour welfare officers had been employed on every manufacturing unit
4. Tata steel have informally started HRM practices in their organisation under the title of Administration & vigilance department.
5. In 1948 first in charge president of India approached for the Factory act & stipulated working hours for female & teen age worker & security about female worker.
6. Soon T V Rao & Udai pareek have started to implement the Personnel management & Indian institute of personnel management(IIPM) & National Institute of Labour Management were set up.
7. By 1970, there was shift in professional values & New technologies, HR challenges and HRD was discussed.
8. In 1980 IIPM and NILM merged to form National Institute of Personnel Management(NIPM)

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9. In 1990, emphasis shifted to human values and productivity through people.

Factors affecting the organizational macro HR policy



Human Resource Planning:

Human resource planning is a process of identifying and then matching the human resource requirements and availability in order to determine the future HR activities of the organization on the basis of the overall organizational objective

Significance of Human Resource Planning

- Assessing Future Recruitment Requirements

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- Optimum Utilization of Available Human Resource
- Developing Training and Retraining Programmes
- Formulating Compensation Policies
- Determining Management Development Programmes
- Gaining Competitive Advantage
- Shaping Future Plans and Strategies

Factors affecting Human Resource Planning

- Strategy of the organization,
- Culture of the organization,
- Competitive and financial environment,
- Current organizational situation, and
- Quantity and skills levels of human resources required

Human Resource Planning Process

Steps in a HR planning process are:

- i. considering organizational objectives and strategies,
- ii. assessment of external environment,
- iii. preparation of in-house skill and competency inventory,
- iv. HR forecasting—need assessment,
- v. HR forecasting—estimation of availability, and
- vi. developing HR plans and programmes.

Step-1

Considering organizational objectives and strategies

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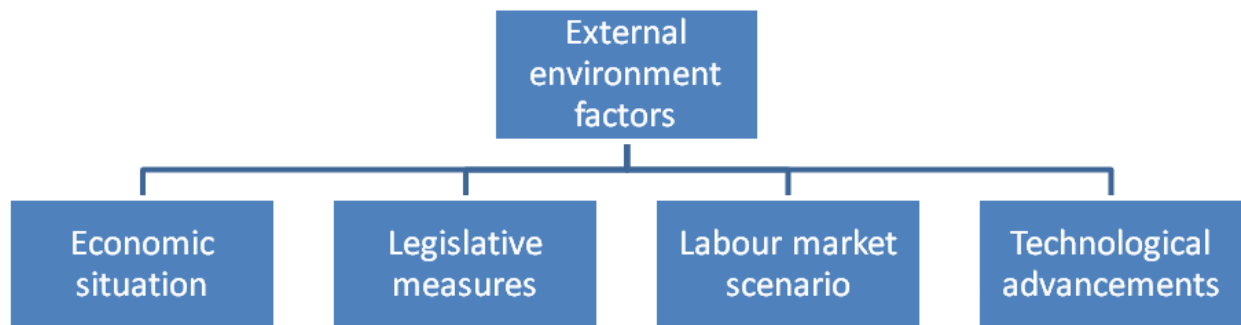
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- The organizational strategy along with the mission and vision statement clearly expresses the future intent of the organization
- HR plans are generally guided by the overall organizational objectives and strategies

Step-2

Assessment of external environment



- Organizations undertake environmental scanning to identify the changes in the external environment
- purpose of environmental scanning is to examine the business environment to seize the opportunities and tackle the threats.
- External environment are influenced by
 - Economic situation
 - Legislative measures

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- Labour market scenario
- Technological advancement

Step-3

Preparation of In-House Skills and Competency Inventory

- A compilation of skills, competencies and qualifications of the entire workforce is described as a skill inventory

Skill Inventory can be prepared through

(i) **Skills Audit** (assessing the current skill levels of a firm). It involves assessing the performance of the employees from the task perspective

(ii) **Core Competency Analysis** (assessing the extra-ordinary abilities of the firm). These abilities may be its advanced technology, well-reputed management, problem-solving ability, employees' and KSA

Step-4

HR Forecasting—Need Assessment

- Forecasts involve estimating the future requirements of the organization in terms of the nature and the number of people
- Forecasting techniques commonly used for human resource forecasting are

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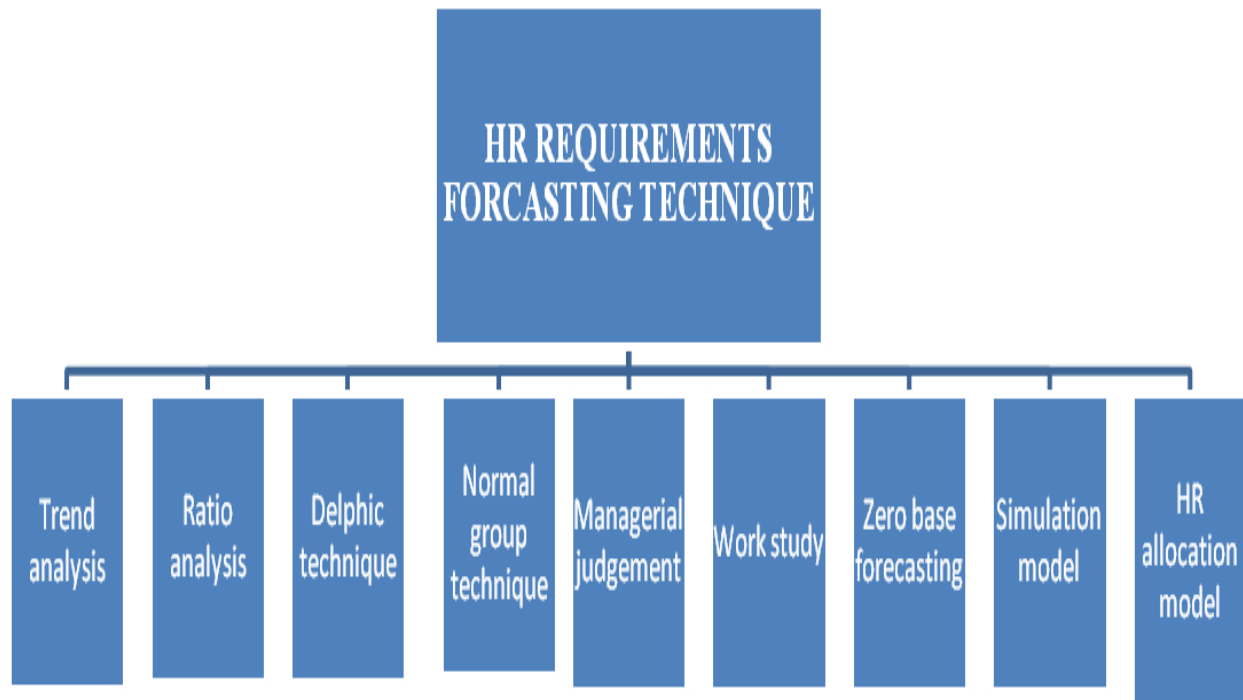
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HR Forecasting— Ratio Analysis

- Ratio analysis is the analysis of the relationship between any two numerical variables.
- It presumes a certain relationship between two given variables and, using that relationship, predicts the future HR requirements

HR Forecasting—Delphi Technique

- The Delphi technique is basically a group-based systematic forecasting method
- This technique does not require any face-to-face participation by the experts

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- This method aims at maximizing the benefits and minimizing the dysfunctional aspects of group decision-making as it eliminates group dynamics and individual dominance from the process

HR Forecasting—Normal Group Technique

- It is an interactive mode of decision-making
- Each expert in a group independently develops HR requirements and presents it before other experts in the group
- Each member's proposal is relatively graded and the top-ranked proposal is selected as the final HR forecast

HR Forecasting— Managerial Judgement

- The forecasting in Managerial Judgement is based on the managers' subjective views on the possible human resource requirements in the future
- Forecasts are made about the HR requirements usually by the senior managers of the organization based on their experience.

Types of Managerial Judgement

(i) Bottom-up approach-

In this method, The process of HR forecasting begins with the lowest level of the managerial hierarchy and The managers in charge of each division or department forecast the HR requirements. This forecasting process is then moved up gradually to the higher levels of the management

(ii) Top-down approach-



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In this method, experts working at the highest levels of the management forecast the HR needs of the organization on the basis of the information available and the field expertise.

HR Forecasting— Work Study Technique

- It aims at examining the business operations to achieve the optimum utilization of the human and physical resources available.
- The major purpose of this technique is to improve the employees' productivity and the organizational efficiency.
- This technique is normally carried out through method study and work measurement techniques

HR Forecasting— Zero-Base Forecasting

- Zero-base forecasting requires lines managers to justify the need to continue with the positions or jobs that fall vacant in their department.
- It does not consider any position as eligible for routine continuance
- This method requires managers to conduct a comprehensive study of the utility of each vacancy before seeking replacements. This technique is derived from the widely popular concept of zero-base budgeting

HR Forecasting— Simulation Model

- Simulation model is a mathematics-oriented, software-enabled technique
- This model simulate the HR requirements and availability to determine the likely gap between the demand for and the supply of human resources

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- The working of the simulation model involves asking several what-if questions to develop alternatives in the forecasting process.

HR Forecasting—Estimation of Availability

This process involves the estimation of the availability of the required number of employees

The techniques for forecasting HR availability through internal sources are

- Replacement Charts (These are Records that contain details about the currently serving employees and the possible replacements for them in their position)
- Turnover Rate,
- Human Resource Management Information System (HRIS),
- Productivity Level,
- Overtime and absenteeism, and
- Succession Planning

Step-5

Developing HR Plans and Programme

- The estimated HR needs are matched with the estimated HR availability to identify the skill shortage or surplus
- Based on the outcome, an appropriate HR plans are developed
- The outcome of such comparisons would be either the recruitment of more employees or a reduction of the existing workforce.

Barriers to HR Planning Process

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- Insufficient Realization of the Importance of HR Plans
- Glut in the Indian Labour Market
- Union Resistance
- Cost–Benefit Misconceptions
- Absence of Coordination
- Future Uncertainty

Recruitment:

What is Recruitment?

Recruitment is the process of choosing the right person for the right position and at the right time. Recruitment also refers to the process of attracting, selecting, and appointing potential candidates to meet the organization's resource requirements.

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The hiring of the candidates can be done **internally** i.e., within the organization, or from **external sources**. And the process should be performed within a time constraint and it should be cost effective.

Importance of Recruitment

Recruitment is one of the most fundamental activities of the HR team. If the recruitment process is efficient, then –

- The organization gets happier and more productive employees
- Attrition rate reduces.
- It builds a good workplace environment with good employee relationships.
- It results in overall growth of the organization.

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Here is a list that shows the purpose and importance of Recruitment in an organization:

- It determines the current and future job requirement.
- It increases the pool of job at the minimal cost.
- It helps in increasing the success rate of selecting the right candidates.
- It helps in reducing the probability of short term employments.
- It meets the organization's social and legal obligations with regards to the work force.
- It helps in identifying the job applicants and selecting the appropriate resources.
- It helps in increasing organizational effectiveness for a short and long term.
- It helps in evaluating the effectiveness of the various recruitment techniques.
- It attracts and encourages the applicants to apply for the vacancies in an organization.
- It determines the present futures requirements of the organization and plan according.
- It links the potential employees with the employers.
- It helps in increasing the success ratio of the selection process of prospective candidates.
- It helps in creating a talent pool of prospective candidates, which enables in selecting the right candidates for the right job as per the organizational needs.

Factors Affecting Recruitment



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When the market condition changes, the organization also needs to monitor these changes and discover how it affects the resources and analyze these functions for making recruitment an effective process.

We have **Internal Factors** as well as **External Factors** that influence the recruitment process. In this chapter, we will be discussing these factors in detail.

Internal Factors

Organizations have control over the internal factors that affect their recruitment functions. The internal factors are:

- Size of organization
- Recruiting policy
- Image of organization
- Image of job

Size of Organization

The size of the organization is one of the most important factors affecting the recruitment process. To expand the business, recruitment planning is mandatory for hiring more resources, which will be handling the future operations.

Recruiting Policy

Recruitment policy of an organization, i.e., hiring from internal or external sources of organization is also a factor, which affects the recruitment process. It specifies the objectives of the recruitment and provides a framework for the implementation of recruitment programs.

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Image of Organization

Organizations having a good positive image in the market can easily attract competent resources. Maintaining good public relations, providing public services, etc., definitely helps an organization in enhancing its reputation in the market, and thereby attract the best possible resources.

Image of Job

Just like the image of organization, the image of a job plays a critical role in recruitment. Jobs having a positive image in terms of better remuneration, promotions, recognition, good work environment with career development opportunities are considered to be the characteristics to attract qualified candidates.

External Factors

External factors are those that cannot be controlled by an organization. The external factors that affect the recruitment process include the following:

- **Demographic factors** – Demographic factors are related to the attributes of potential employees such as their age, religion, literacy level, gender, occupation, economic status, etc.
- **Labor market** – Labor market controls the demand and supply of labor. For example, if the supply of people having a specific skill is less than the demand, then the hiring will need more efforts. On the other hand, if the demand is less than the supply, the hiring will be relative easier.

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- **Unemployment rate** – If the unemployment rate is high in a specific area, hiring of resources will be simple and easier, as the number of applicants is very high. In contrast, if the unemployment rate is low, then recruiting tends to be very difficult due to less number of resources.
- **Labor laws** – Labor laws reflect the social and political environment of a market, which are created by the central and state governments. These laws dictate the compensation, working environment, safety and health regulations, etc., for different types of employments. As the government changes, the laws too change.
- **Legal considerations** – Job reservations for different castes such as STs, SCs, OBCs are best examples of legal considerations. These considerations, passed by government, will have a positive or negative impact on the recruitment policies of the organizations.
- **Competitors** – When organizations in the same industry are competing for the best qualified resources, there is a need to analyze the competition and offer the resources packages that are best in terms of industry standards.
- Recruitment process is a process of identifying the jobs vacancy, analyzing the job requirements, reviewing applications, screening, shortlisting and selecting the right candidate.
- To increase the efficiency of hiring, it is recommended that the HR team of an organization follows the five best practices (as shown in the following image). These five practices ensure successful recruitment without any



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interruptions. In addition, these practices also ensure consistency and compliance in the recruitment process.

RECRUITMENT PROCESS



- Recruitment process is the first step in creating a powerful resource base. The process undergoes a systematic procedure starting from sourcing the resources to arranging and conducting interviews and finally selecting the right candidates.

Recruitment Planning

Recruitment planning is the first step of the recruitment process, where the vacant positions are analyzed and described. It includes job specifications and its nature, experience, qualifications and skills required for the job, etc.

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A structured recruitment plan is mandatory to attract potential candidates from a pool of candidates. The potential candidates should be qualified, experienced with a capability to take the responsibilities required to achieve the objectives of the organization.

Identifying Vacancy

The first and foremost process of recruitment plan is identifying the vacancy. This process begins with receiving the requisition for recruitments from different department of the organization to the HR Department, which contains:

- Number of posts to be filled
- Number of positions
- Duties and responsibilities to be performed
- Qualification and experience required

When a vacancy is identified, it the responsibility of the sourcing manager to ascertain whether the position is required or not, permanent or temporary, full-time or part-time, etc. These parameters should be evaluated before commencing recruitment. Proper identifying, planning and evaluating leads to hiring of the right resource for the team and the organization.

Job Analysis

Job analysis is a process of identifying, analyzing, and determining the duties, responsibilities, skills, abilities, and work environment of a specific job. These factors help in identifying what a job demands and what an employee must possess in performing a job productively.

Job analysis helps in understanding what tasks are important

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and how to perform them. Its purpose is to establish and document the **job relatedness** of employment procedures such as selection, training, compensation, and performance appraisal.

The following steps are important in analyzing a job:

- Recording and collecting job information
- Accuracy in checking the job information
- Generating job description based on the information
- Determining the skills, knowledge and skills, which are required for the job

The immediate products of job analysis are **job descriptions** and **job specifications**.

Job Description

Job description is an important document, which is descriptive in nature and contains the final statement of the job analysis. This description is very important for a successful recruitment process.

Job description provides information about the scope of job roles, responsibilities and the positioning of the job in the organization. And this data gives the employer and the organization a clear idea of what an employee must do to meet the requirement of his job responsibilities.

Job description is generated for fulfilling the following processes:

- Classification and ranking of jobs
- Placing and orientation of new resources
- Promotions and transfers

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- Describing the career path
- Future development of work standards

A job description provides information on the following elements:

- Job Title / Job Identification / Organization Position
- Job Location
- Summary of Job
- Job Duties
- Machines, Materials and Equipment
- Process of Supervision
- Working Conditions
- Health Hazards

Job Specification

Job specification focuses on the specifications of the candidate, whom the HR team is going to hire. The first step in job specification is preparing the list of all jobs in the organization and its locations. The second step is to generate the information of each job.

This information about each job in an organization is as follows:

- Physical specifications
- Mental specifications
- Physical features
- Emotional specifications
- Behavioral specifications

A job specification document provides information on the following elements:

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- Qualification
- Experiences
- Training and development
- Skills requirements
- Work responsibilities
- Emotional characteristics
- Planning of career

Job Evaluation

Job evaluation is a comparative process of analyzing, assessing, and determining the relative value/worth of a job in relation to the other jobs in an organization.

The main objective of job evaluation is to analyze and determine which job commands how much pay. There are several methods such as **job grading**, **job classifications**, **job ranking**, etc., which are involved in job evaluation. Job evaluation forms the basis for salary and wage negotiations.

Recruitment Strategy

Recruitment strategy is the second step of the recruitment process, where a strategy is prepared for hiring the resources. After completing the preparation of job descriptions and job specifications, the next step is to decide which strategy to adopt for recruiting the potential candidates for the organization.

While preparing a recruitment strategy, the HR team considers the following points:

- Make or buy employees

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- Types of recruitment
- Geographical area
- Recruitment sources

The development of a recruitment strategy is a long process, but having a right strategy is mandatory to attract the right candidates. The steps involved in developing a recruitment strategy include:

- Setting up a board team
- Analyzing HR strategy
- Collection of available data
- Analyzing the collected data
- Setting the recruitment strategy

Internal Sources

Internal sources of recruitment refer to hiring employees within the organization through:

- Promotions
- Transfers
- Former Employees
- Internal Advertisements (Job Posting)
- Employee Referrals
- Previous Applicants

External Sources

External sources of recruitment refer to hiring employees outside the organization through:

- Direct Recruitment

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- Employment Exchanges
- Employment Agencies
- Advertisements
- Professional Associations
- Campus Recruitment
- Word of Mouth

Internal Sources of Recruitment

Internal sources of recruitment refer to hiring employees within the organization internally. In other words, applicants seeking for the different positions are those who are currently employed with the same organization.

At the time recruitment of employees, the initial consideration should be given to those employees who are currently working within the organization. This is an important source of recruitment, which provides the opportunities for the development and utilization of the existing resources within the organization.

Internal sources of recruitment are the best and the easiest way of selecting resources as performance of their work is already known to the organization. Let us now discuss more on the various internal sources of recruitment.

Promotions

Promotion refers to upgrading the cadre of the employees by evaluating their performance in the organization. It is the process of shifting an employee from a lower position to a higher position with more responsibilities, remuneration, facilities, and status. Many organizations fill the higher vacant

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positions with the process of promotions, internally.

Transfers

Transfer refers to the process of interchanging from one job to another without any change in the rank and responsibilities. It can also be the shifting of employees from one department to another department or one location to another location, depending upon the requirement of the position.

Let's take an example to understand how it works. Assume there is a finance company called ABC Ltd. Having two branches, Branch-A and Branch-B, and an employee from Branch-A resigned from his job responsibilities. Hence, this position has to be filled for the continuation of the project in Branch-A.

In this scenario, instead of searching or sourcing new candidates, which is time consuming and expensive, there is a possibility of shifting an employee from Branch-B to Branch-A, depending upon the project requirements and the capabilities of that respective employee. This internal shifting of an employee from one branch to another branch is called as Transfer.

Recruiting Former Employees

Recruiting former employees is a process of internal sources of recruitment, wherein the ex- employees are called back depending upon the requirement of the position. This process is cost- effective and saves plenty of time. The other major benefit of recruiting former employees is that they are very well versed with the roles and responsibilities of the job and the organization needs to spend less on their training and development.

Internal Advertisements (Job Posting)

Internal Advertisements is a process of posting/advertising jobs within the organization. This job posting is an open invitation to

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all the employees inside the organization, where they can apply for the vacant positions. It provides equal opportunities to all the employees working in the organization. Hence, the recruitment will be done from within the organization and it saves a lot of cost.

Employee Referrals

Employee referrals is an effective way of sourcing the right candidates at a low cost. It is the process of hiring new resources through the references of employees, who are currently working with the organization. In this process, the present employees can refer their friends and relatives for filling up the vacant positions.

Organizations encourage employee referrals, because it is cost effective and saves time as compared to hiring candidates from external sources. Most organizations, in order to motivate their employees, go ahead and reward them with a referral bonus for a successful hire.

Previous Applicants

Here, the hiring team checks the profiles of previous applicants from the organizational recruitment database. These applicants are those who have applied for jobs in the past. These resources can be easily approached and the response will be positive in most of the cases. It is also an inexpensive way of filling up the vacant positions.

Pros and Cons of Internal Sources of Recruitment

Internal sources of recruitment, i.e., hiring employees within the organization, has its own set of advantages and disadvantages. The advantages are as follows:

- It is simple, easy, quick, and cost effective.
- No need of induction and training, as the candidates

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already know their job and responsibilities.

- It motivates the employees to work hard, and increases the work relationship within the organization.
- It helps in developing employee loyalty towards the organization.
- The drawbacks of hiring candidates

through internal sources are as follows:

- It prevents new hiring of potential resources. Sometimes, new resources bring innovative ideas and new thinking onto the table.
- It has limited scope because all the vacant positions cannot be filled.
- There could be issues in between the employees, who are promoted and who are not.
- If an internal resource is promoted or transferred, then that position will remain vacant.
- Employees, who are not promoted, may end up being unhappy and demotivated.

External Sources of Recruitment

External sources of recruitment refer to hiring employees outside the organization externally. In other words, the applicants seeking job opportunities in this case are those who are external to the organization.

External employees bring innovativeness and fresh thoughts to the organization. Although hiring through external sources is a bit expensive and tough, it has tremendous potential of driving the organization forward in achieving its goals. Let us now discuss in detail the various external sources of recruitment.

Direct Recruitment

Direct recruitment refers to the external source of recruitment where the recruitment of qualified candidates are done by placing a notice of vacancy on the notice board

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in the organization. This method of sourcing is also called as **factory gate recruitment**, as the blue-collar and technical workers are hired through this process.

Employment Exchanges

As per the law, for certain job vacancies, it is mandatory that the organization provides details to the employment exchange. Employment exchange is a government entity, where the details of the job seekers are stored and given to the employers for filling the vacant positions. This external recruitment is helpful in hiring for unskilled, semi-skilled, and skilled workers.

Employment Agencies

Employment agencies are a good external source of recruitment. Employment agencies are run by various sectors like private, public, or government. It provides unskilled, semi-skilled and skilled resources as per the requirements of the organization. These agencies hold a database of qualified candidates and organizations can use their services at a cost.

Advertisements

Advertisements are the most popular and very much preferred source of external source of recruitment. The job vacancy is announced through various print and electronic media with a specific job description and specifications of the requirements. Using advertisements is the best way to source candidates in a short span and it offers an efficient way of screening the candidates' specific requirements.

Let's take an example. Assume that there is a Sales Company called XYZ Ltd which has got a new project of selling a product in a short span of time, as the competition is very high. In this scenario, choosing the specific recruitment plays a vital role.

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Here the ideal type of recruitment which should be chosen is Advertisement.

Advertisement is the best suitable practice for this kind of hiring, because a large volume of hiring in a short span can be done through Advertisement only. Advertisement is one of the costliest way to recruit candidates, but when time and number are important, then advertisement is the best source of recruitment.

Professional Associations

Professional associations can help an organization in hiring professional, technical, and managerial personnel, however they specialize in sourcing mid-level and top-level resources. There are many professional associations that act as a bridge between the organizations and the job-seekers.

Campus Recruitment

Campus recruitment is an external source of recruitment, where the educational institutions such as colleges and universities offers opportunities for hiring students. In this process, the organizations visit technical, management, and professional institutions for recruiting students directly for the new positions.

Word of Mouth Advertising

Word of mouth is an intangible way of sourcing the candidates for filling up the vacant positions. There are many reputed organizations with good image in the market. Such organizations only need a word-of-mouth advertising regarding a job vacancy to attract a large number of candidates.

Pros and Cons of External Sources of Recruitment

External sources of recruitment, i.e., hiring employees outside an organization, has both its benefits and drawbacks. The

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benefits are as follows:

- It encourages new opportunities for job seekers.
- Organization branding increases through external sources.
- There will be no biasing or partiality between the employees.
- The scope for selecting the right candidate is more, because of the large number candidates appearing.

The disadvantages of recruiting through external sources are as follows:

- This process consumes more time, as the selection process is very lengthy.
- The cost incurred is very high when compared to recruiting through internal sources.
- External candidates demand more remuneration and benefits.

To conclude, the HR department should be flexible enough to choose between internal or external methods of recruitment, depending upon the requirement of the organization.

Selection

Selection is a systematic process of identifying suitable candidates for the available jobs from the available applicant pool

Difference between Recruitment and Selection

Recruitment	Selection
The process of procurement begins with the recruitment	The process of procurement ends with the selection.
Recruitment is a positive task.	Selection is a negative task.

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Recruitment is a searching function	Selection is a screening function
Recruitment is comparatively easy as it does not require expertise on the part of the recruiters	Selection is a difficult job as it requires specialized knowledge and skills on the part of the selectors

Phases or Steps in Selection process

Phase -1 Measurement

- Involves the verification of accuracy and consistency of Ensuring selection techniques

Phase -2 Decision- Making

- Ensuring the completeness of employee data to make accurate and uncompromising hiring selection decision

Phase 3- Evaluation

- Identifying the role and effectiveness of selection process from organizational perspective

Steps in selection process

- Employment Application Forms/Blanks: standardized format to collect the necessary information
- Selection Test: This is a psychological test for comparing and contrasting the behavior of two or more persons on the basis of a standardized measure

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- **Selection Interview:** This is a face-to-face conversation with the candidate to collect the required information
- **Reference Check:** cross-checking information provided by the candidates in different stages of the selection process
- **Physical Examination:** medical test to ensure that the candidates meet the physical requirements of the job.
- **Job offer:** A job offer is a formal communication which specifies the details of job offer made to the selected candidate.

Employment Application Forms/Blanks

Application forms normally solicit the following information from the candidates:

Biographical information, Educational qualifications, Work Experience, Pay and other perquisites, Additional information and References

Selection Tests

- A test is a standardized assessment of a sample but critical behaviour of candidates to determine their suitability for the job

Characteristics of Psychological Tests

- **Objectivity-** refers to the validity and reliability of the measuring tools

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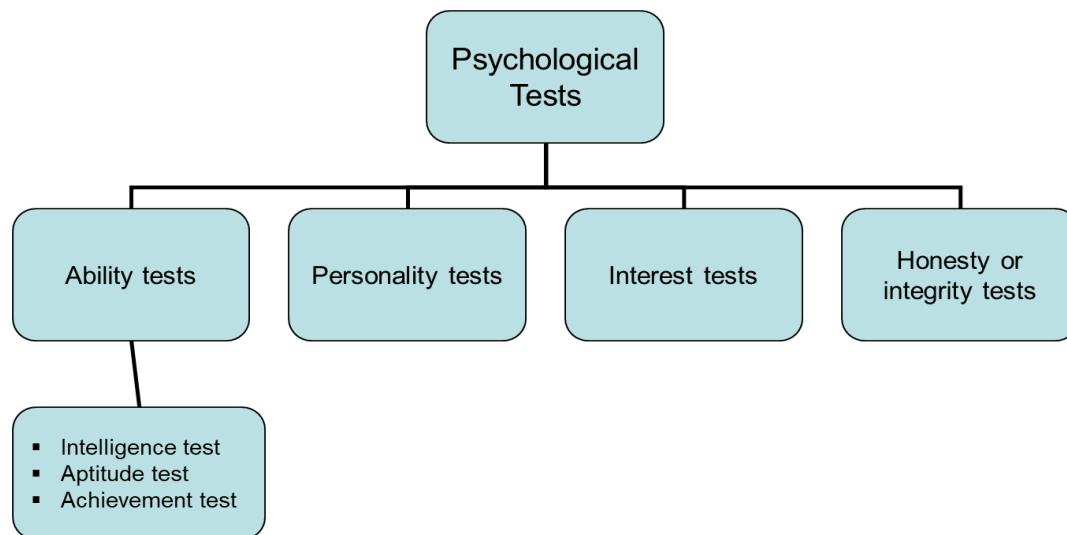
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- Standardization-means that there is uniformity in the procedure followed in conducting the test
- Sample of Behavior -refers to test contents that should predict the representative sample of eventual behavior of the candidates

Types of Physiological Tests



Types of Ability Test

- Intelligence (IQ) Test-The aim of an intelligence test is to measure the general intellectual abilities of a person
- Aptitude Test – An aptitude test measures the latent talents of a person that may be crucial to performing the job successfully

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- Achievement Test - The aim of an achievement test is to measure the knowledge gained by a person in his/her job.

Developing a Test Programme –steps

- Determining the Job and Skills Requirements
- Deciding the Types of Test
- Developing the Success Criteria
- Administering the Test
- Evaluating the Results

Selection Interview

Interview is a face-to-face conversation to collect information from a candidate to determine his suitability for a job

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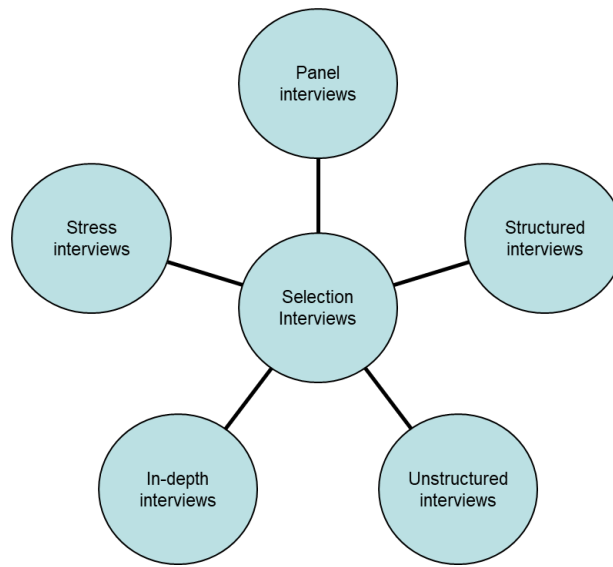
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- **Structured Interview**-In this method, the interviewer predetermines the questions to be asked and follows the same to ask the interviewee a series of questions with little or no deviation
- **Unstructured Interview**-In this type of interview, the interviewer does not pre-plan the questions to be asked. In fact, he decides on the questions as the interview proceeds
- **In-Depth Interview** - the purpose of this interview is to discuss the information concerning the candidate in detail. The intention is to ensure that no vital information is missed out

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- **Stress Interview** - The intention of the interviewer in this kind of interview is to identify the sensitive candidates who have low-stress tolerance. The purpose of a stress interview is to put the candidate in an uncomfortable situation to see his/her ability to handle stress.
- **Panel Interview** - A panel of two or more interviewers is formed to interview the candidate. The interviewers are generally drawn from different fields
- **In Computerized Interviews**, the applicant is asked computerized oral questions and his oral or computerized replies are recorded. Computerized interviews are often used as preliminary interviews

Strategy for an Effective Interview Process

1. Familiarizing Oneself with the Information Available
2. Getting Ready with an Interview Plan
3. Creating a Supportive Environment
4. Conducting the Interview
5. Ending the Interview
6. Reviewing the Performance

Weaknesses of the Interview Method

- Lack of objectivity,

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- Halo effect(tendency for an impression created in one area to influence opinion in another area),
- Inadequacy of time,
- Lack of uniformity, and
- The absence of training for the interviewers

Placement

- Placement is said to be the process of fitting the selected person at the right job or place, i.e. fitting square pegs in square holes and round pegs in round holes.
- Placement is a process of assigning a specific job to each of the selected candidates

Significance

- It improves employee morale.
- It helps in reducing employee turnover.
- It helps in reducing absenteeism.
- It helps in reducing Conflict rates.
- It avoids misfit between the candidate and the job.

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- It helps the candidate to work as per the predetermined objectives of the organization.

Benefits

- Good results on the Job.
- Getting along with the people easily and proving themselves.
- Keeping his spirits high and report for the duty regularly.
- Learning the work and excel in the job.
- Avoid mistakes and errors.

Orientation

- It is a well-designed program which aims at recognizing a new employee and making him accustomed to his department, job role & work culture .
- An orientation session may vary form 1 day to several days depending on organizational & departmental requirements.

Objectives

- To help the new comer to overcome his shyness and overcome his shyness nervousness in meeting new people in a new environment.
- To give new comer necessary information such as location of a café, rest period etc.

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- To build new employee confidence in the organization.
- It reduces confusion and develops healthy relations in the organization.
- To ensure that the new comer do not form false impression and negative attitude towards the organization.
- To develop among the new comer a sense of belonging and loyalty to the organization.

Contents

- Brief history and operations of the company.
- The company's organization structure.
- Policies and procedure of the company.
- Products and services of the company.
- Location of department and employee facilities.
- Safety measures.
- Grievances procedures.
- Benefits and services of employee.
- Standing orders and disciplinary procedures.
- Opportunities for training, promotions, transfer etc.

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- Suggestion schemes.
- Rules and Regulations.

Benefits

- Induction helps to build up a two-way channel of communication between management and workers.
- Proper induction facilitates informal relation and team work among employee.
- Effective induction helps to integrate the new employee into the organization and to develop a sense of belonging.
- Induction helps to develop good relation.
- A formal induction program proves that the company is taking interest in getting him off to good start.
- Proper induction reduces employee grievances, absenteeism and labor turnover.
- Induction is helpful in supplying information concerning the organization, the job and employee welfare facilities

Sr.No.	Questions	Answer
1	Human resource management emphasis	Development of people

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2	Human resource management is amalgamation of	Organization behavior, personnel management, Industrial relation
3	_____ is a process of searching for prospective employees and stimulating them to apply for jobs	Recruitment
4	Which is not an advantage of internal Source of recruitment	New blood
5	Which is not an advantage of external Source of recruitment	Less expensive
6	_____ can be defined as process of choosing the right person for the right job.	selection
7	_____ is the application form to be filled by the candidate when he goes for recruitment process in the organisation.	Application blank
8	_____ is not an internal source of recruitment	Job rotation
9	_____ is a selection test which judges the emotional ability which will help to judge work in group	Personality test
10	. _____ is not an external source of recruitment	Internal advertisement
11	_____ is a selection test to judge the coordination between hands & eye	Psycho motor test

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12	Promotion is a _____ source Recruitment	Internal
13	Campus selection is a _____ source of recruitment=	External
14	The term procurement stands for	Recruitment & Selection
15	Identifying the _____ candidates and _____ them to apply for the job is called Recruitment	Potential, attracting
16	_____ means assigning a specific rank and responsibility to an individual	Placement
17	Speed of Hiring is an advantage of _____	Internal source of recruitment
18	Planning, organizing and controlling of procurement, development, compensation, integration of human resources to the end that objectives of individual, organisation and society are achieved given by	Flippo
19	Operative functions of HRM includes	Procurement, development, compensation & motivation b. Maintenance c. Integration and emerging trends
20	Basic managerial functions of HRM are	Planning, organising, directing and controlling
21	Which of the following statement is/are correct?	Under HRM employee is treated as resource
22	Following are the characteristics of HRM except. Pervasive function	Job oriented

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23	Challenges faced by Human resource management includes a. Technological changes, workforce diversity,	globalisation
24	The process of familiarizing the new employees to the organisation rules and regulations is known as a. Placement	Induction
25	Human resource management means a. A method which an organisation collects, maintains and reports information on people and jobs	The process of bringing people and organisation together so that the goals of each are achieved
26	Training process is a	. Short term
27	OJT stands for	On the job training
28	On the job training includes a.	Coaching, Conference
29	In ----- training, a training centre is set-up and actual job conditions are duplicated or simulated in it a Classroom-	Vestibule
30	Simulation technique of off the job method includes:	a.Role playing b. In-basket exercise c. Case study d. Management game
31	Off the job training method includes:	a. Vestibule training b. Syndicate c. Sensitivity training
32	Management development –	Aims at overall development of a manage
33	Is a device or situation that replicates job demands at on the job site.	Simulation

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34	Methods of training and development area. Off the job	On the job
35	Human Resource departments are_____	service department
36	What is human factor?	Interrelated Physiological, Psychological and Socio-ethical aspects of human being.
37	Job Analysis is a systematic procedure for securing and reporting information defining a _____.	specific job
38	What are the factors responsible for the growth of HRM?	Technical factors, awakening amongst workers, attitude of the government, cultural and social system.
39	Which among the followings describe the skills that are available within the company?	Human Resource inventory
40	Who has defined personnel management as a field of management which has to do with planning and controlling various operative functions of procuring, developing, maintaining and utilising labour force?	Michael Jucius
41	Resources and capabilities that serve as a source of competitive advantage for a firm over its rivals are called _____.	core competency
42	Human Resource planning is compulsory for _____.	effective employee development programme
43	Job analysis, HR planning, recruitment, selection, placement, inductions and internal mobility are few important functions which come under the heading of _____ of HRM.	procurement function
44	Directing is one of the important functions of HRM which comes under_____.	managerial function

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45	Whom does Human relation approach refer to?	Integration of people into a work situation that motivates them to work together to achieve productivity and also economic, psychological and social satisfaction.
46	Which of the following is a method of collection of information for job analysis?	Questionnaire method
47	_____ provides information on the human attributes in terms of education, skills, aptitudes, and experience necessary to perform a job effectively.	job specification
48	Who laid the foundation of HRM practice?	Peter Drucker and Douglas McGregor
49	How HRM has become a highly specialised job?	It maximises the output and satisfaction of the employees.
50	Human Resource departments are _____	service department
51	Which is a process of searching for prospective employees and stimulating them to apply for jobs?	Recruitment
52	Which is not an advantage of internal Source of recruitment?	New Blood
53	Which is not an advantage of external Source of recruitment?	Less expensive
54	What can be defined as process of choosing the right person for the right job?	Selection
55	What is the application form to be filled by the candidate when he goes for recruitment process in the organisation?	Application bank

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56	What is not an internal source of recruitment?	Job rotation
57	Which is a selection test which judges the emotional ability which will help to judge work in group?	Personality test
58	Which is not an external source of recruitment?	Internal advertisement
59	Which test is a selection test to judge the coordination between hands & eye?	Psycho motor test
60	Campus selection is which type of source of recruitment?	External
61	The term procurement stands for what?	Recruitment & selection
62	Identifying the _____ candidates and _____ them to apply for the job is called Recruitment	Potential, Attracting
63	What means assigning a specific rank and responsibility to an individual?	Placement
64	Speed of Hiring is an advantage of what?	Internal Source of Recruitment
65	Which of these is the purpose of recruitment?	Help increase the success rate of the selection process by reducing the number of visibly underqualified or over qualified job applicants.

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66	The poor quality of selection will mean extra cost on _____ and supervision.	Training
67	Which of these is the most important external factor governing recruitments?	Supply and demand
68	While recruiting for non - managerial, supervisory and middle - management positions which external factor is of prime importance?	Labour market
69	Which of the following act deals with recruitment and selection?	Child labour act, The apprentices act and Mines act
70	A major internal factor that can determine the success of the recruiting programme is whether or not the company engages in what?	HRP
71	What refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants?	Recruitments
72	How many stages does the recruitment process comprise of?	Five
73	What express the relationship of applicant inputs to outputs at various decision points?	Yield Ratios
74	Which decision in strategy development relates to the methods used in recruitment and selection?	Technological sophistication

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75	What is the natural perception of people on the process of recruitment and selection?	Positive
76	What is the main objective of the recruitment and selection process?	Meet the high labour turnover
77	What is the full form of AIDA – a four point guide used by experienced advertisers?	Attract attention, develop interest, create desire and instigate action
78	Which mode of recruitment is through advertisements, newspapers and want ads?	Indirect
79	Which is the least expensive method for recruitments?	Walk – ins, write – ins and talk – ins
80	What is the general fee charged by consultants?	20 – 50% of the first year salaries of the individuals placed
81	Identifying the right people in rival companies, offering them better terms and luring them away is popularly called what?	Poaching
82	Which of the following are general costs incurred in the recruitment process?	Costs of overtime and outsourcing while the vacancies remain unfilled

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83	What provides complete job related information (both positive and negative) to the applicants so that they can make right decisions before taking the job?	Realistic job preview
84	Which of these is an alternative to recruitments?	Employee leasing
85	What is the process of differentiating between applicants in order to identify and hire those with a greater likelihood of success in a job?	Selection