



SHREE H. N. SHUKLA COLLEGE OF I.T. & MGMT.

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B.COM SEM – 1 Business Management

Sr. No.	Unit Name
1	Introduction of Personnel Management
2	Man Power Search, Recruitment & Administration Process
3	Career Planning & Succession
4	Training



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UNIT -1 INTRODUCTION TO PERSONNEL MANAGEMENT

Introduction:

- **Personnel management** can be defined as **obtaining, using and maintaining** a satisfied workforce.
- It is a **significant part of management** concerned with employees at work and with their relationship within the organization.
- Personnel management concerns with **obtaining, organizing, utilizing and motivating the human resources** required by an organization.
- It **develops** requisite organization climate and management styles to promote effective effort of **co-operation and trust among all employees**.
- This also helps the organisation to **meet its legal obligations and social responsibilities**.
- To sum up, the personnel management **aims at getting effective results** by organizing and directing the co-operative efforts of human beings.

Definitions

1. According to Flippo, “Personnel management is the planning, organizing, compensation, integration and maintenance of people for the purpose of contributing to organizational, individual and societal goals.”
2. According to Brech, “Personnel Management is that part which is primarily concerned with human resource of organization.”

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	Personnel management is mainly concern with----- -	Human Resource
2	It is obtaining, using and maintaining a satisfied workforce.	Personnel Management
3	It is a significant part of management concerned with employees at work and with their relationship within the organization.	Personnel Management
4	Is PM & HRM having same concept?	No



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Importance of PM

(1) Staying competitive: -

- Part of personnel management is **developing training for employees and providing the resources** they need to stay up-to-date on their jobs some of those resources include an onsite library of industry information encouraging employees to continue their education by subsidizing tuition costs and notifying employees of seminars and classes that would assist in the development of their job skills.
- When used in this manner, personnel management **keeps your workforce currency on the changes in the industry** it allows your company to adapt quicker to changes and keeps you ahead of the competition.

(2) Retention (Hurdles) :-

- Human resources professionals **focus on** personnel manager from the employees first interview through the rest of employees .
- competition **pay plan and benefits package entice employees** to work for your company ongoing administration of benefits , employees carrier advancement and an interactive review process by departmental managers help the employee to develop to her maximum potential.
- when personnel management is **effective for each employee** from the beginning of employment , it result in a higher retention rate.

(3) Team work:-

- Effective personnel management **creates strong bonds** between the company and the employee and it also encourages employees to develop a sense of teamwork.
- Team building **exercises help employees learn to work together** , and that works together with the focus on the individuals to create a stronger personnel framework employees understand their role within the company and they learn **to respect the roles of others** company decision follow their proper channels and the structure of the organization in strengthened .

(4) Managerial effectiveness:-

- One of the more importance **relationship** for any company is the **one between a manager and an employee** by developing the employee and the team.



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- the staff understands how its action **affect the productivity** of the entire department when employees take a personnel interest in the productivity of their department.
- this helps managers to **focus more on departmental procedures and employee development** while having to focus less on administrative responsibilities such as dispute resolution and employee turnover .

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	It creates strong bonds between the company and the employee and it also encourages employees to develop a sense of -----	Team Work
2	What is gained by company by building relationship between manager & his employees.	Managerial effectiveness is increased
3	Which points indicates the importance of personnel management?	<ul style="list-style-type: none"> • Staying competitive • Retention (Hurdles) • Team work • Managerial effectiveness

Scope of PM

- In the early stage of industrialization, dominated by single-ownership concerns, owner himself used to act as a **personnel manager and recruit and select the people of his choice** and taste irrespective of the requirements of the job.
- With **the advent of industrialization and the consequent developments**, company type and partnership firms came into vogue broadening the scope of personnel management.



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SCOPES

- The **scope** of HRM is **indeed vast**. All major activities in the working life of a worker – from the time of his or her entry into an organization until he or she leaves the organizations comes under the purview of HRM.
 - or **HRM activities include HR planning, job analysis, job design, employee hiring, employee and executive remuneration, employee motivation, employee maintenance, industrial relations and prospects of HRM.**
- a) **Human Resource Planning:**
- The objective of HR Planning is to ensure that the organization has **the right types of persons at the right time at the right place.**
 - It prepares human resources inventory with a view **to assess present and future needs, availability and possible shortages** in human resource.
 - Thereupon, HR Planning **forecast demand and supplies and identify sources of selection.** HR Planning develops strategies both long-term and short-term, to meet the man-power requirement.
- b) **Design of Organization and Job:**
- This is the **task of laying down** organization structure, authority, relationship and responsibilities.
 - This will also mean definition of **work contents for each position** in the organization. This is done by “job description”.
 - Another important step is “Job specification”. Job specification **identifies the attributes of persons who will be most suitable for each job** which is defined by job description.
- c) **Selection and Staffing:**
- This is the **process of recruitment and selection** of staff.
 - This involves **matching people and their expectations** with which the job specifications and career path available within the organization.
- d) **Training and Development:**
- This involves an **organized attempt to find out training needs** of the individuals **to meet the knowledge and skill** which is needed not only to perform current job but also to fulfil the future needs of the organization.
- e) **Organizational Development:**



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- This is an important aspect whereby “**Synergetic effect**” is generated in an organization i.e. healthy interpersonal and inter-group relationship within the organization.

f) Compensation and Benefits:

- This is the **area of wages and salaries administration** where wages and compensations are fixed scientifically to meet fairness and equity criteria.
- In addition **labour welfare measures** are involved which include benefits and services.

g) Employee Assistance:

- Each **employee is unique** in character, personality, expectation and temperament. By and large each one of them faces problems every day.
- Some are **personal** some are **official**.
- In their case he or she remains worried. Such worries must be removed to make him or her more productive and happier.

h) Union-Labour Relations:

- **Healthy Industrial and Labour relations** are very important for enhancing peace and productivity in an organization. This is one of the areas of HRM.

i) Personnel Research and Information System:

- **Knowledge on behavioural science and industrial psychology** throws **better insight** into the workers expectations, aspirations and behaviour.
- **Advancement of technology** of product and production methods have created working environment which are much different from the past. **Globalization of economy has increased** competition many folds.
- Science of ergonomics gives **better ideas of doing a work** more conveniently by an employee.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	Which type of activities of employees are covered in HRM.	From entry of employee in organization till he/she leaves
2	In simple term, what is mean by the word Scope?	Areas
3	What is objective of HRP?	to ensure that the organization has the



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		right types of persons at the right time at the right place
4	This is the task of laying down organization structure, authority, relationship and responsibilities.	Design of Organization and Job
5	This involves matching people and their expectations with which the job specifications and career path.	Selection & staffing
6	This is the area of wages and salaries administration where wages and compensations are fixed scientifically to meet fairness and equity criteria.	Compensation & benefits
7	This is very important for enhancing peace and productivity in an organization.	Healthy industrial & labour relations

FUNCTIONS

- Human Resources management has **an important role to play in equipping organizations** to meet the challenges of an expanding and increasingly competitive sector.
- Increase in staff numbers, **contractual diversification and changes in demographic profile** which compel the HR managers to reconfigure the role and significance of human management.
- The functions are **responsive to current staffing needs**, but can be proactive in reshaping organizational objective

1. Strategic HR Management:

- As a part of maintaining organizational competitiveness, strategic planning for HR **effectiveness can be increased** through the use of HR metrics and HR technology.
- Human resource planning (HRP) function **determine the number and type of employees** needed to accomplish organizational goals.
- HRP includes **creating venture teams** with a balanced skill-mix, recruiting the right people, and voluntary team assignment.

2. Equal Employment Opportunity:



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- Compliance with **equal employment opportunity (EEO)** laws and regulations affects all other HR activities.

3. Staffing:

- The aim of staffing is **to provide a sufficient supply of qualified individuals** to fill jobs in an organization.
- Job analysis, recruitment and selection are the **main functions** under staffing.
- **Workers job design and job analysis** laid the foundation for staffing by identifying what diverse people do in their jobs and how they are affected by them.

4. Talent Management and Development:

- **Beginning** with the **orientation of new employees**, talent management and development includes different types of training. Orientation is the first step towards helping a new employee to adjust himself to the new job and the employer.
- It is a **method to acquaint new employees with particular aspects of their new job**, including pay and benefit programmes, working hours and company rules and expectations.

5. Total Rewards:

- Compensation **in the form of pay, incentives and benefits** are the rewards given to the employees for performing organizational work.
- Compensation management is the **method for determining how much employees should be paid for performing certain jobs**. Compensation affects staffing in that people are generally attracted to organizations offering a higher level of pay in exchange for the work performed.

6. Risk Management and Worker Protection:

- **HRM** addresses **various workplace risks to ensure protection of workers by meeting legal requirements** and being more responsive to concerns for workplace health and safety along with disaster and recovery planning.

7. Employee and Labour Relations:

- The **relationship between managers and their employees** must be handled legally and effectively.
- Employer and employee **rights must be addressed**. It is important to develop, communicate, and update HR policies and procedures so that managers and employees alike know what is expected.



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- In some organizations, **union/management relations must be addressed as well.** The term labour relation refers to the interaction with employees who are represented by a trade union.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	HR related functions is decided by whom?	HR manager
2	HRP function determine what??	the number and type of employees needed to accomplish organizational goals
3	This function is providing a sufficient supply of qualified individuals to fill jobs in an organization.	staffing
4	Which is the first step towards helping a new employee to adjust himself to the new job and the employer.	orientation
5	Compensation which is pay to employees in which form?	in the form of pay, incentives and benefits
6	The term labour relation refers to-----	the interaction with employees who are represented by a trade union

Guiding Principles of PM

1. Principle of Maximum Individual Development:

- The principle **emphasizes on the development of each individual.** As every individual differs in nature and character, the personnel administrator should recognize the potential characteristics of each individual and provide the opportunities to develop those characteristics to the best use of the organisation.



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- Maximum **individual satisfaction** should be the hypothesis of the personnel Policies.

2. Principle of Scientific Selection:

- As the management is **to get the work done by the people**, so, it is necessary that their selection should also be made on scientific basis.
- There must be a **proper co-ordination** between the man and the job. A right man should be selected for the right job.
- A man will **work efficiently on the job** in which he is most interested otherwise the quantity and quality of product will be badly affected.
- Therefore a **scientific system of selecting the personnel** should be developed in organisation.

3. Principle of High Morale:

- In order to achieve the primary objectives of the personnel management, it is very necessary **to keep the morale of the workers high**.
- They should be **motivated persistently** and consistently in pursuit of a common goal. Several factors should be studied so as to motivate the people at work in the right direction to get the desired results.
- A few **monetary and non-monetary incentives**, such as introduction of an ideal wage system, provision of bonus, gratuity, better working conditions, facilities of training, labour welfare and social security schemes which help motivating the personnel.

4. Principle of effective Communication:

- There must be an **effective system of communication** upwards and downwards so that the messages-facts, ideas, attitudes and opinions-may be conveyed from top level to down to the workers and vice versa.
- If an idea or fact is not understood by the other party to whom it is meant, the purpose of communication cannot be fulfilled and may create misunderstandings, and **may develop indiscipline among the workers**.

5. Principle of Dignity of Labour:

- Labour **must be given a due regard** in the organisation. A feeling that '**work is worship**' should be developed among the workers.
- His work **must be praised** so that his ego may be satisfied.

6. Principle of Team-Spirit:



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- **Co-operation is the key of all successes.** Workers should get it realized that their work as a team can only accomplish the primary goals of the organisation.
- They should feel their **joint responsibility**. Personnel development must come forward to educate the workers so that they may extend their co-operation to the organisation.

7. Principle of Fair Reward:

- In order to maintain industrial peace, it is essential that the workers **must be rewarded properly for their work**. Otherwise their cooperation to the organisation will be farce.
- We cannot expect better industrial relations without giving them **fair compensation for their work**.
- So it is the **duty of the personnel management to arrange for the fair wages to the workers** to that their needs may be satisfied and they may work efficiently free from all anxieties.

8. Principle of Co-partnership:

- The philosophy of Industrial Democracy has been widely recognized in the industrial field to improve labour management relations.
- Under this principle **workers are given a due participation in the management of the enterprise** so that they may realize that they are partners in the prosperity of the organisation and their interest and the interest of the management are the same.
- Personnel management should **provide an atmosphere for the workers participation** in the management.

9. Principle of Effective Utilization of Human Resources:

- The personnel management has been **evolved to utilize the available human resources** in the best manner possible so as to achieve the organisation objectives effectively. Personnel management is nothing but an art to get the work done by the people, to get the desired result.
- For this purpose, work should be **given humanly treatment** in the organization.



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1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	This principle emphasizes on the development of each individual.	Principle of Maximum Individual Development
2	This principle focuses on Co-operation is the key of all success.	Principle of Tam-Spirit
3	This principle believes that utilize the available human resources in the best manger possible so as to achieve the organization objectives.	Principle of Effective Utilization of Human Resources
4	According to this principle this factor can satisfied as well as dissatisfy the employee.	Principle of Fair Reward
5	it is very necessary to keep the morale of the workers high. They should be motivated persistently and consistently in pursuit of a common goal.	Principle of high Morale
6	Under this principle workers are given a due participation in the management of the enterprise so that they may realize that they are partners & the prosperity.	Principle of co-partnership

Personnel Management Organization

Introduction:

- Human Resource Information Systems (HRIS) is an effort towards speedy, effective and professionally handling of information on resources for efficient management of Human Resource function.
- HRIS is a computerized system used to acquire, store, analyze and distribute information regarding an organization's human services and to provide services in the form of information to the clients or users of the system.
- Human Resource Information Systems (HRIS), it merges HRM as a discipline and in particular it's basic HR activities and processes with the information technology field, Maintenance and updating of manual records system is a labor-intensive job and transfer



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of data from one record to other increases the chance of error which affects the accuracy and reliability of data held.

- The manual records cannot provide all data of an employ at a time, **different information being stored in different files.**
- It becomes difficult to provide a single comprehensive picture of an employee on one record.



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1. Recruitment:

- The **success** of recruiters and employment specialists generally is measured by the number of positions they fill and the time it takes to fill those positions.
- **Recruiters** who work in-house -- as opposed to companies that **provide recruiting and staffing services** -- play a key role in developing the employer's workforce.
- They advertise job postings, source candidates, screen applicants, conduct preliminary interviews and coordinate hiring efforts with managers responsible for making the final selection of candidates.

2. Safety:

- Workplace **safety** is an **important factor**.
- **Under the Occupational Safety and Health Act of 1970**, employers have an obligation to **provide a safe working environment** for employees.
- One of the **main functions** of HR is to **support workplace safety training** and maintain federally mandated logs for workplace injury and fatality reporting.
- In addition, HR **safety and risk specialists** often work closely with HR benefits specialists to manage the company's workers compensation issues.

3. Employee Relations:

- In a unionized work environment, the **employee and labor relations functions** of HR may be **combined and handled by one specialist** or be entirely separate functions managed by two HR specialists with specific expertise in each area.
- Employee relations are the **HR discipline concerned with strengthening the employer-employee relationship** through measuring job satisfaction, employee engagement and resolving workplace conflict.
- Labor relations functions may include **developing management response to union organizing** campaigns, negotiating collective bargaining agreements and rendering interpretations of labor union contract issues.



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3. Compensation and Benefits:

- Like employee and labor relations, the **compensation and benefits functions** of HR often can be **handled by one HR specialist** with dual expertise.
- On the compensation side, the HR functions include **setting compensation structures and evaluating** competitive pay practices.
- A comp and benefits specialist also may negotiate group health coverage rates with insurers and **coordinate activities** with the retirement savings fund administrator.
- **Payroll can be a component of the compensation and benefits** section of HR; however, in many cases, employers outsource such administrative functions as payroll.

4. Compliance:

- Compliance with **labor and employment** laws is a **critical HR function**.
- **Noncompliance** can result in workplace complaints **based on unfair employment practices, unsafe working conditions and general dissatisfaction** with working conditions that can affect productivity and ultimately, profitability. HR staff must be aware of federal and state employment laws such as Title VII of the Civil Rights Act, the Fair Labor Standards Act, the National Labor Relations Act and many other rules and regulations.

5. Training and Development:

- Employers must provide employees with the tools necessary for their success which, in many cases, means **giving new employees extensive orientation training to help them transition into a new organizational culture**.
- Many HR departments **also provide leadership training and professional development**. Leadership training may be required of newly hired and promoted supervisors and managers on topics such as performance management and how to handle employee relations matters at the department level.



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- **Professional development opportunities** are for **employees looking for promotional opportunities** or employees who want to achieve personal goals such as finishing a college degree. Programs such as tuition assistance and tuition reimbursement programs often are within the purview of the HR training and development area.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	Full form of HRIS.	Human Resource Information Systems
2	Which training may be required of newly hired and promoted supervisors and managers on topics such as performance management and how to handle employee relations matters?	Leadership training
3	It is a computerized system used to acquire, store, analyze and distribute information regarding an organization's human services.	HRIS
4	----- is an also important factor.	Workplace safety
5	Under the -----, employers have an obligation to provide a safe working environment for employees.	Occupational Safety and Health Act of 1970

Personnel Manager:

Qualification:

- Qualifications prescribed for the post of Personnel Manager vary from industry to industry and from State to State. These qualifications have been undergoing several changes from time to time.
- In India the **qualifications** demanded by almost all the companies are **M.B.A. with HR specialization or M.A. (Social sciences) from reputed institutes like Institute of Tata Social sciences or Xavier Labor Institute** and a few other Institutes. However, some organizations internally promote or transfer some competent managers to HR positions to provide growth opportunity. Even reputed companies like L&T, Hindustan Lever and



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others have adopted the transfer measure to fill up personnel positions as and when required.

- Even managers with **engineering qualifications from Materials management, Production functions** were made **Head of HR department** in some reputed firms.
- It is the competency, **personnel handling & negotiating skills** that are required more than the qualifications.
- Labor laws and acts can be briefed by experts in the organization or outside consultants if the manager does not have the specific qualifications which cover the legal aspects.

Qualities

The qualifications and qualities which will be applicable in general can be summarized as follows.

1. Knowledge and expertise in Human Resources:

- HR Managers should possess foundation on the functions of human resources. And not only this, successful HR Managers **have a zeal to update their knowledge on latest practices** and trends in human resources.
- With their knowledge and expertise, they **deal with the daily challenges** that arise in the organization.

2. Communicator:

- Communication plays a **vital role** in any organization and HR takes a major role in this. HR managers play a major role in this.
- One of the quality of a good communicator **is to have good listening skills**. Employees come to HR managers on various issues.
- Listening to employees with **full attention** is one of good quality of a successful HR Manager.

3. Presenter:

- Great presenters **attract their audiences' attention**, keep them engaged and deliver the message in a positive manner.
- Presentations skills are important quality of successful HR Managers as they **handle several trainings and present the information to management**.



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4. Innovation:

- Not every issue has a same or easy or ready solution. Successful HR Managers think out of the box and **deliver the best solution to their employees** and the organization.

5. Approachable:

- HR handles various aspects of employees.
- Successful HR Managers **have an open door policy** and are approachable to their employees.

6. Time Management and Self Discipline:

- Successful HR Managers are **good at managing their time**.
- They plan their day not just to complete their day-to-day activities but **also cater time for sudden issues**.

7. Delegator:

- It's not possible to do all the work by one person. And this is understood by successful HR Managers.
- HR Managers **delegate work to their team members** so that they get learned and grow as a professional.

8. Decision maker:

- Successful HR Managers are **strategic planners and take decisions** which are apt and considering all the facts.
- They are not afraid to make the hard decisions for the **benefit** of the organization.

9. Business Acumen:

- Business acumen is **keenness and quickness in understanding and dealing with a business situation** in a manner that is likely to lead to a good outcome.
- Successful HR managers possess **good knowledge and understanding** of the financial, accounting, marketing and operational functions of an organization.



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10.Trust Advisor:

- Employees will open to someone they **trust and seek advice on various areas**. This may not be limited to their career but also can be from their personal life.
- Successful HR Managers advice employees by **creating an environment of trust**. Successful HR Managers build trust through **straight forward communications** and interactions.

11.Motivator:

- Every employee has different goals and objectives to achieve. Successful HR Managers are **committed to motivate**.
- Successful HR Managers **know and understand what motivates employees** and strive to give it to them.

12.Leader:

- A leader is one who **visualizes** big picture, focus on people, progress and achievements, does the right thing and encouraging a rewarding culture.
- And this is what the successful HR Managers possess.

13.Metric Oriented: Successful HR Managers have a **flair for metrics** as these are useful in improvising various processes in the organization.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	Who is head of personnel department in the company?	Personnel manager
2	Which main qualification should be possessed by personnel manager of the company?	M.B.A with HR
3	Which is alternate qualification possessed by personnel manager?	M.A. with Social Science
4	Which basic qualities should be there in personnel manager?	<ul style="list-style-type: none"> • Knowledge and expertise in HR



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		<ul style="list-style-type: none"> • Communicator • Presentator • Leadership quality • Risk taking ability
5	Which other qualities should be possessed by personnel manager?	<ul style="list-style-type: none"> • Delegator • Decision maker • Trust advisor • Motivator • Can do proper time management

Distinguish between Human resource management and Personnel Management.

Basis of Difference	Personnel Management	Human Resource Management
Meaning	It is traditional approach of managing people at workplace and is concern of personnel department.	It is modern approach of managing people at workplace and is concern of managers of all level (from top to bottom).
Nature	It is a routine function.	It is a strategic function.
Focus	Efficient management is given priority.	Human values and individual needs are given priority.
Function	Personnel administration, labor relation and employee welfare are major functions of personnel management.	Acquisition, development, utilization and maintenance of human resource are major functions of human resource management.
Objective	It manages people in accordance with organization's goal.	It determines human resource needs and formulate policies by matching individual's needs with organization's needs.
	It regards people as basic input to	It regards people as strategic and



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Basis of Difference	Personnel Management	Human Resource Management
Perspective	make desired output.	valuable resource to make desired output.
Job design	Jobs are designed on the basis of division of labor.	Jobs are designed on the basis of teamwork.
Interest	Organization’s interest is valued the most.	Interest of organization and interest of employee is harmonized.
Orientation	It is discipline, direction and control oriented.	It is development oriented. It provides space for employee involvement, performance and growth.
Communication	Communication is limited, or even restricted.	Communication is open.
Emphasis	It emphasizes on adherence of rules and regulations and their implementation.	It emphasizes on combination of human energies and competencies.
Benefits	<ul style="list-style-type: none"> • Disciplined employees • Increased production 	<ul style="list-style-type: none"> • Committed human resource • Readiness to change • Increased production • Increased profit • Quality of work life
Result	Organizational goal is achieved and employers are satisfied.	Organizational goal is achieved and both employers and employees are satisfied.

Personnel Policies

Introduction

- According to Dale Yoder ‘a policy is **pre-determined selected course**— established as a guide towards accepted goals and objectives’.



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- A personnel policy should have **two types of objectives** viz., **general objectives and specific objectives**. General objectives express top management’s philosophy of human resources whereas specific objectives refer to specific activities like staffing, training, wages and, motivation.

1. Optimum Use of Human Resources:

- Every organization tries to make **use of the available human resources** to the best of their capabilities. Right men should be selected for the right jobs.
- With the help of personnel policies, **jobs are defined and responsibilities** of the personnel are specified so that there are no square pegs in the round holes.

2. Training of Everyone:

- The other main object of personnel policies is **to train and develop everyone** so as to make them competent for doing their job.
- Only a trained worker can do his **job efficiently**.
- The personnel policies **must encourage healthy and constructive competition** among the workers and also provide an opportunity for development and growth of an individual.

3. Sound Industrial Relations:

- Personnel policies aim at **creating sound industrial relations** and tend to establish conditions for mutual confidence and understanding.
- Workers are **encouraged to put forward constructive suggestions** and are given participation through joint management councils and works committees.
- All this **leads to industrial peace**. Many operational problems are avoided by having well formulated policies.

4. Payment of Fair Wages:

- Personnel policies **must aim at ensuring the employees** that they will be given fair wages for the work done by them.



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5. Security of Employment:

- One of the objectives of personnel policies **is to provide security of employment to the workers.**
- Such policies **provide an efficient consultative service** which aims at creating mutual faith among those who work in the enterprise.
- All types of **doubts relating to loss of employment are cleared** from the minds of workers. Thus, social as well as economic security is provided to workers.

6. Respecting Human Dignity:

- Personnel policies **ensure fair treatment** to all irrespective of caste, colour and creed and aim at respecting the human dignity.
- Workers are **offered good and healthy working conditions.**

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	It's a policy is pre-determined selected course -established as a guide towards accepted goals and objectives.	Personnel policy
2	A personnel policy should have how many types of objectives??	Two
3	Name the objectives of personnel policies?	General objectives and specific objectives
4	Which are objectives of personnel policies??	<ul style="list-style-type: none"> • Optimum Use of HR • Training of Everyone • Payment of Fair Wages • Security of Employment • Respecting Human Dignity • Sound Industrial Relations



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Principles of Personnel Policies:

According to Scot and others “carefully defined personnel policies serve as a stabilising influence to prevent the waste of energy in following programs not in harmony with the company objectives”.

1. Principle of Right Placement:

- There is a common saying that there should be square pegs for the square holes and round pegs for the round holes.
- Only those persons should be selected who are physically and mentally fit for the job so that they can **become our ‘asset’ in the future.**

2. Principle of Development:

- All workers **should be given the opportunity to develop** so that their monetary position as well as their social status is enhanced.
- Workers tend to be **more sincere and hardworking** when they are aware of the chances of promotion in the organisation.

3. Principle of Participation:

- This principle states that we should consider the **organisation a co-ordinated team.**
- If **workers participate** in the formulation of policies, a large number of problems which arise due to misunderstanding can be avoided.



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4. Principle of Mutual Interest:

- The workers should **feel that interest of management** is common with the workers.
- This will **provide motivation to the workers** to put in hard work which will entitle them to earn higher wages and non-monetary benefits.

5. Principle of Good Working Conditions:

- Workers **should be given** better tools, good working conditions, and adequate wages and there should be impartial appraisal of their work.

6. Principle of Flexibility:

- A personnel policy must be such that it can be **changed with the change in circumstances**. Technological changes are taking place at a very fast speed in the industries and for that reason a constant review of such policies is necessary.

Right Placement → participation good working conditions flexibility mutual interest
development

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	A personnel policy must be such that it can be changed with the change in circumstances. Which principle of personnel policy is followed here??	Principle of Flexibility
2	According to this principle, workers should be given the opportunity to develop so that their monetary position as well as their social status is enhanced.	Principle of Development
3	This principle emphasis on that Workers should be given better tools, good working conditions, and adequate wages.	Principle of Good Working Conditions



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Unit 2: Manpower Search - Recruitment & Administration

Meaning of Recruitment and source of recruitment.

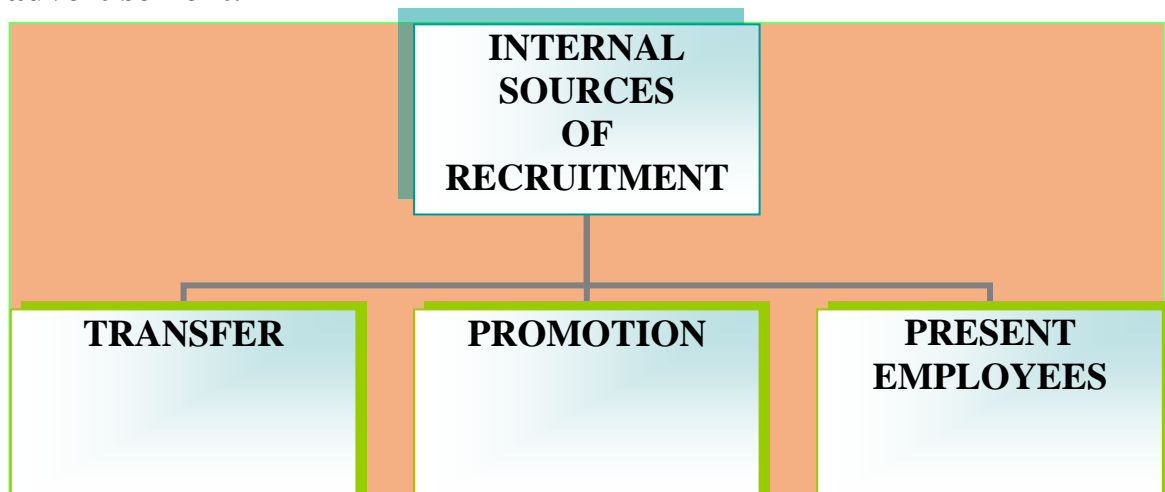
Ans:

- Recruitment means **search of the prospective employee** to suit the job requirements as represented by job specification—a technique of job analysis.
- It is the **first stage in selection** which makes the vacancies known to a large number of people and the opportunities that the organization offers.
- In response to this knowledge, potential applicants would write to the organization. The **process of attracting people to apply** is called recruitment.

Source of Recruitment

(A) Internal Sources:

- **Best employees can be found within the organization.** When a vacancy arises in the organisation, it may be given to an employee who is already on the pay-roll.
- **Internal sources** include promotion, transfer and in certain cases demotion. When a higher post is given to a deserving employee, it **motivates all other employees** of the organisation to work hard.
- The employees can be informed of such a vacancy by **internal advertisement.**





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1. Transfers:

- Transfer involves **shifting of persons from present jobs to other similar jobs.** These do not involve any change in rank, responsibility or prestige.
- The numbers of persons do not increase with transfers.

2. Promotions:

- **Promotions** refer to **shifting of persons to positions** carrying better prestige, higher responsibilities and more pay.
- The **higher positions falling vacant** may be filled up **from within the organisation.**
- A promotion **does not increase the number of persons** in the organisation.

3. Present Employees:

- The present employees of a concern are **informed about likely vacant positions.** The employees recommend their relations or persons intimately known to them.
- Management is relieved of looking out prospective candidates. **The persons recommended by the employees** may be generally suitable for the jobs because they know the requirements of various positions.
- The existing employees **take full responsibility** of those recommended by them and also ensure of their proper behavior and performance.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	To search of the prospective employee to suit the job requirements means what ??	Recruitment
2	It is the first stage in selection which makes the vacancies known to a large number of people.	Recruitment
3	The process of attracting people to apply in called- ---	Recruitment
4	How many types of sources of recruitment are there??	two



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5	If the employees can be found within the organization. Then it is called?	Internal Recruitment
6	If the employees can be found from the outside the organization. Then it is called?	External Recruitment
7	Write internal sources of recruitment of employees?	<ul style="list-style-type: none"> • Transfer • Promotion • Present employees

Advantages of Internal Sources

1. Improves morale:

- When an employee from **inside the organisation is given the higher post**, it helps in increasing the morale of all employees. Generally every employee expects promotion to a higher post carrying more status and pay (if he fulfills the other requirements).

2. No Error in Selection:

- When an employee is selected from inside, there is a **least possibility of errors in selection** since every company maintains complete record of its employees and can judge them in a better manner.

3. Promotes Loyalty:

- It promotes **loyalty among the employees** as they feel secured on account of chances of advancement.

4. No Hasty Decision:

- The **chances of hasty decisions** are completely eliminated as the existing employees are well tried and can be relied upon.

5. Economy in Training Costs:

- The existing employees **are fully aware of the operating procedures** and policies of the organisation.



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- The existing employees **require little training** and it brings economy in training costs.

6. Self-Development:

- It **encourages self-development among the employees** as they can look forward to occupy higher posts.

Disadvantages of Internal Sources:

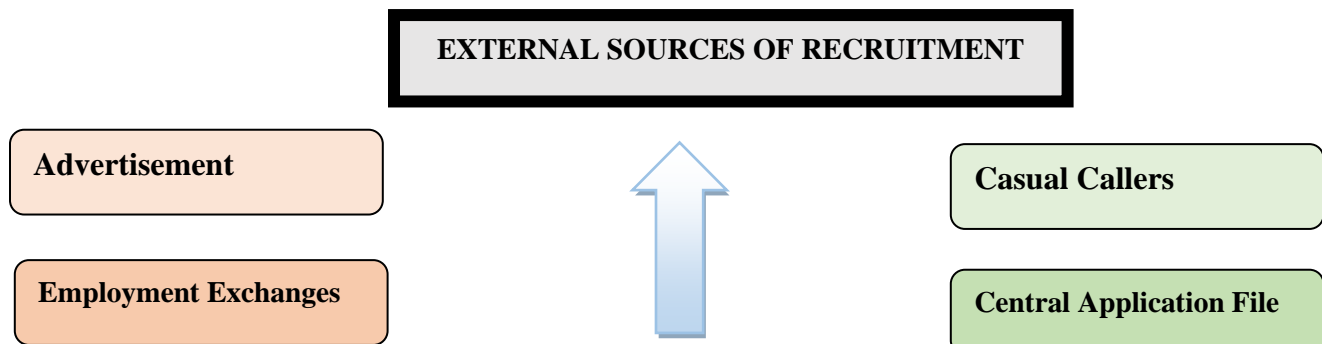
- It discourages capable persons from outside to join the concern.
- It is possible that the requisite number of persons possessing qualifications for the vacant posts may not be available in the organisation.
- For posts requiring innovations and creative thinking, this method of recruitment cannot be followed.
- If only seniority is the criterion for promotion, then the person filling the vacant post may not be really capable.

In spite of the disadvantages, it is frequently used as a source of recruitment for lower positions. It may lead to nepotism and favoritism. The employees may be employed on the basis of their recommendation and not suitability.

(B) External Sources:

- All organizations have to **use external sources** for recruitment to higher positions **when existing employees are not suitable**. More persons are needed when expansions are undertaken.

Methods of External Sources:





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Campus recruitment

Labour Unions

Factory Gates

Labour Contractors

Recommendation of
Existing Employees

Former Employees

1. Advertisement:

- It is a method of recruitment **frequently used for skilled workers**, clerical and higher staff. Advertisement can be given in newspapers and professional journals.
- These advertisements **attract applicants in large number of highly variable** quality. Preparing good advertisement is a specialised task.
- If a company wants to conceal its name, a ‘blind advertisement’ may be given asking the applicants to apply to Post Bag or Box Number or to some advertising agency.

2. Employment Exchanges:

- Employment exchanges in India are **run by the Government**.
- For **unskilled, semi-skilled, skilled, clerical posts etc.**, it is often used as a source of recruitment.
- In certain cases it has **been made obligatory** for the business concerns to notify their vacancies to the employment exchange.
- In the past, employers used to turn to these **agencies only as a last resort**.
- The **job-seekers and job-givers** are brought into contact by the employment exchanges.

3. Schools, Colleges and Universities:

- Direct recruitment from educational **institutions** for certain jobs (i.e. placement) which require technical or professional qualification has become a common practice.



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- A close **liaison between** the company and educational institutions helps in getting suitable candidates.
- **The students** are spotted **during the course of their studies**. Junior level executives or managerial trainees may be recruited in this way.

4. Recommendation of Existing Employees:

- The present employees **know both** the company and the candidate being recommended.
- Hence some companies **encourage their existing employees** to assist them in getting applications from persons who are known to them.
- In certain cases **rewards may also be given** if candidates recommended by them are actually selected by the company.
- If recommendation **leads to favoritism**, it will impair the morale of employees.

5. Factory Gates:

- Certain workers present themselves **at the factory gate every day for employment**. This method of recruitment is very popular in India for unskilled or semi-skilled labour.
- The **desirable candidates are selected** by the first line supervisors.
- The major **disadvantage** of this system is that the **person selected may not be suitable for the vacancy**.

6. Casual Callers:

- Those personnel who **casually come to the company for employment** may also be considered for the vacant post.
- It is most **economical method** of recruitment.
- In the advanced countries, this method of recruitment is **very popular**.

7. Central Application File:

- **A file of past applicants** who were not selected earlier may be maintained.
- In order to keep the file alive, applications in the files **must be checked at periodical intervals**.



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8. Labour Unions:

- In certain occupations **like construction, hotels, maritime industry etc.**, (i.e., industries where there is instability of employment) all recruits usually come from unions.
- It is advantageous from the management point of view because it **saves expenses of recruitment.**
- However, in other industries, unions may be asked to recommend candidates either as a goodwill gesture or as a courtesy towards the union.

9. Labour Contractors:

- This method of recruitment is still prevalent in India for **hiring unskilled and semi-skilled workers** in brick kiln industry.
- The **contractors keep themselves in touch with the labour** and bring the workers at the places where they are required.
- They **get commission** for the number of persons supplied by them.

10. Former Employees:

- In case **employees have been laid off or have left the factory** at their own, they **may be taken back** if they are interested in joining the concern (provided their record is good).

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	In this type of source information given in newspapers and professional journals to select employees.	advertisement
2	To select employees, Direct recruitment from educational institutions for certain jobs.	Campus recruitment
3	It is run by the Government. For unskilled, semi-skilled, skilled, clerical posts etc., it is often used as a source of recruitment.	Employment Exchanges
4	A file of past applicants who were not selected	Central Application File



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	earlier may be maintained. applications in the files must be checked at periodical intervals to select the candidates.	
5	In certain occupations like construction, hotels, maritime industry etc., all recruits usually come from unions.	Labor Unions

Merits of External Sources:

1. Availability of Suitable Persons:

- Internal sources, sometimes, may not be able to supply suitable persons from within. External sources do **give a wide choice to the management**.
- A **large number** of applicants may **be willing to join the organisation**.
- They will also be **suitable as per the requirements** of skill, training and education.

2. Brings New Ideas:

- The selection of persons from outside sources will have the **benefit of new ideas**.
- The persons **having experience** in other concerns will be able to suggest new things and methods. This will keep the organisation in a competitive position.

3. Economical:

- This method of recruitment can **prove to be economical** because new employees are already trained and experienced and do not require much training for the jobs.

Demerits of External Sources:

1. Demoralization:

- When new persons from outside join the organisation then **present employees feel demoralized** because these positions should have gone to them.
- There can be a **heart burning** among old employees.
- Some employees may even leave the enterprise and go for better avenues in other concerns.



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2. Lack of Co-Operation:

- The old staff may **not co-operate with the new employees** because they feel that their right has been snatched away by them.
- This problem will be acute especially when persons for higher positions are recruited from outside.

3. Expensive:

- The **process** of recruiting from outside is very **expensive**.
- It starts with inserting **costly advertisements** in the media and then arranging written tests and conducting interviews.
- In spite of all this if suitable persons are not available, then the whole **process** will **have to be repeated**.

4. Problem of adjustment:

- There may be a possibility that the new entrants **have not been able to adjust** in the new environment.
- They may not temperamentally adjust with the new persons. In such cases either **the persons may leave themselves** or management may have to replace them.
- These things have **adverse effect** on the working of the organisation.

Methods of Recruitment

Ans:

Methods to motivate suitable candidates to apply to the announced vacant post are methods of recruitment. There are two types of sources for recruitment methods which are discussed below:

A. Internal methods:

- If the recruitment process is limited **within the organization only**, it is called internal method of recruitment.
- This means, this is the method which **recruits and wish to fulfill vacant posts** by employees already existing in organization.



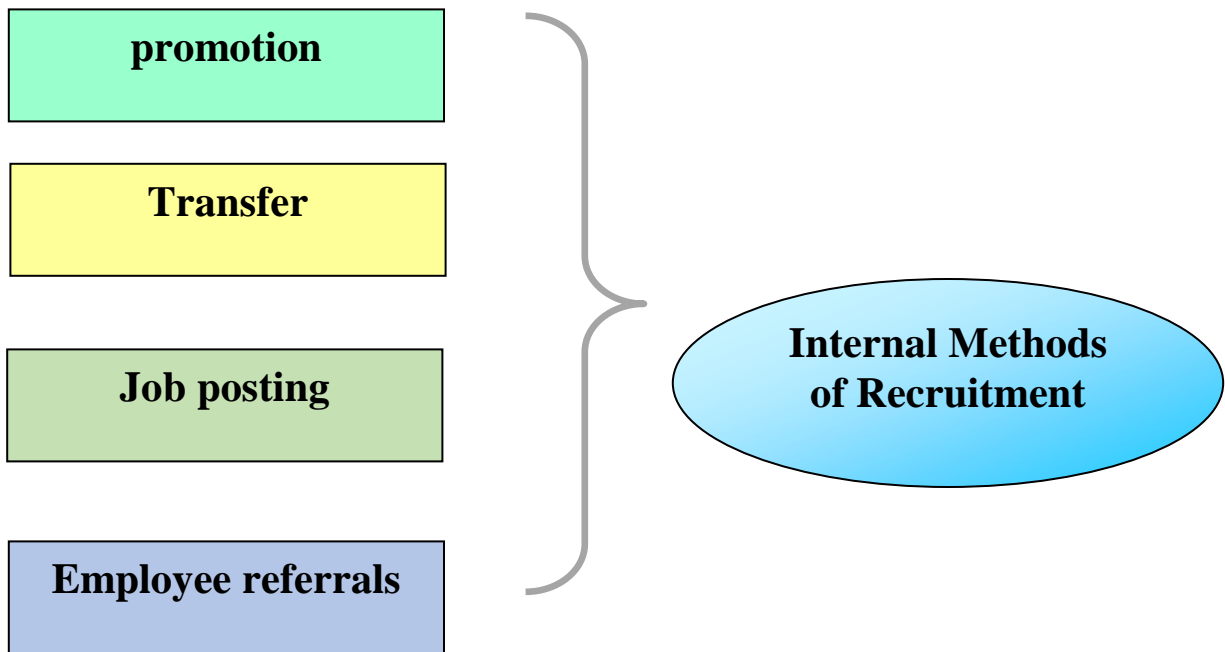
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- In this method, suitable **employees are encouraged to apply to the vacant post**. There are different methods under external method of recruitment as follows:





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1. Promotion:

- Promotion is the method of recruitment in which **employees are encouraged to accept the higher level responsibilities**. If employees are highly qualified, capable to handle new and higher order responsibilities, promotion is the best way of recruitment.
- This is the best way to reward employees which helps to encourage both promoting and other employees. Promotion **helps to increase the job satisfaction of employees** and hence management can maintain the tenure.
- Normally, promotion is **popular to the managerial positions**. After promotion, roles, responsibilities, authority as well as salary and benefits of employees will be changed.

2. Transfer:

- Vacant post can be fulfilled by transferring employees **from one job station to another station**.
- It is **simple method** of recruitment. After transfer of employee's roles, responsibilities, authorities, salary and facilities in general, **remain same**.
- But on the basis of organizational requirement, very rarely, job responsibilities may also be changed. **Transfer is suitable** if the skills manpower at one station is excess and at other it is less.

3. Job posting:

- Under this method, vacancy **announcement is made for free competition** with existing employees of organization who fulfill minimum required qualification, skills, experience and expertise.
- Vacant post, location, pay scale, required qualification and skills are clearly mentioned in that notice and posted to each employee or notice board of the organization.



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- **All interested employees can apply for the position** within the recruitment period.

4. Employee referrals:

- Supervisors **regularly observe performance of employees at work**. They clearly identify who are performing below average, average and above average the standard. If any post will be vacant, they nominate best performing employee for the post even from another department.
- This method of **nomination employee from another department** is called employee referral.
- Only **qualified and best performer will be suggested** by this method. But, in practice, there may be biased recommendation in favor of nearest and dearest employees in comfortable, prestigious and growth oriented posts.

B. External methods:

- In external methods, it is assumed that **acquired employee will be attracted** from external labor market.
- In case the number of vacancy is large or qualification and skills of employees existing to **organization do not match with new job specification**, employees should be recruited externally.
- External method of recruitment **attracts large number of applicants** so that qualified and more energetic candidates can be selected.
- **To get new and advance knowledge from market**, external method of recruitment is the must. In general, operating level employees are recruited by using external methods. Following methods can be used under external method of recruitment.

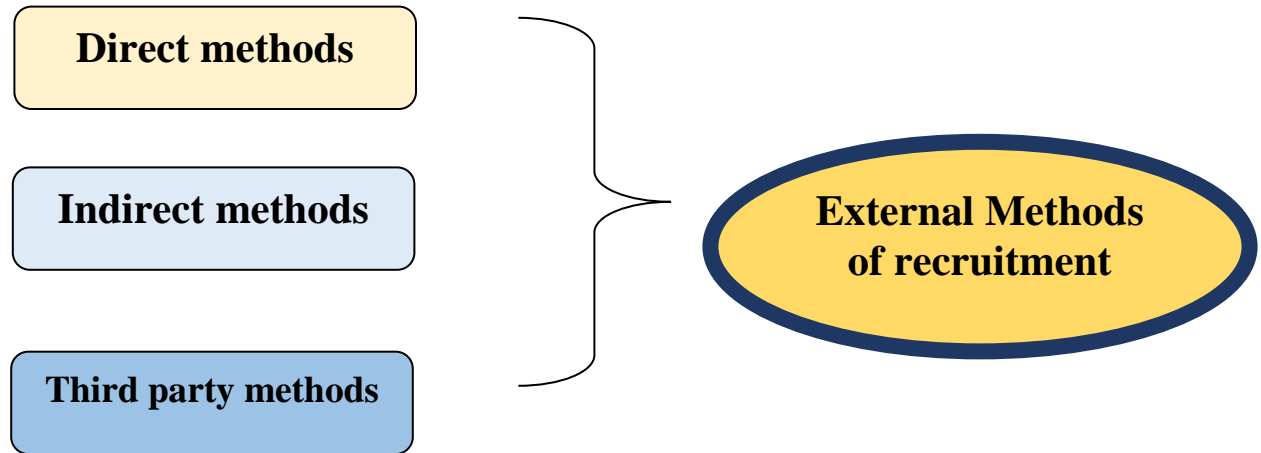


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1. Direct methods:

- **Top scorers** in different universities, colleges and training institutes are **directly contacted**.
- Concerned person from the organization wishing to **hire visit to the program directors, coordinators and / or instructors** of such institutions and request to recommend the best candidates.
- As per recommendation, they visit to the candidates and **request to apply for the vacant post in their organization** or they directly offer the job opportunity. This method is less costly method of recruitment.

2. Indirect methods:

- Organization **can reach to the targeted candidates** indirectly through advertisement.
- **Newspapers, television, audiovisuals** are medium of such **indirect methods**.
- Advertisement can be blind box advertisement and want-ad advertisement. In blind box advertisement, name of employer organization is not given but in want-ad, name of employer organization and its details are published.

3. Third party methods:

- **Organizations may also contract with** employment agencies or companies, employment ex-changer, gate hiring and contractors, unsolicited applicants, trade unions, labor contractors for recruiting employees.
- Such organizations or **third party provide details of candidates** or some time they provide candidates as well at commission basis.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	How many methods of recruitment are there?	2
2	Name the methods of recruitment.	Internal & External methods
3	If the recruitment process is limited within the organization only, it is called??	Internal method
4	This is the method of recruitment in which employees are encouraged to accept the higher-level responsibilities.	Promotion (internal method)



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5	In this method, Vacant post can be fulfilled by transferring employees from one job station to another station.	Transfer (Internal Method)
6	Here, the employees are selected from outside the organization.	External method
7	In this, Organization can reach to the targeted candidates indirectly through advertisement. Newspapers, television, audiovisuals are medium.	Indirect Method
8	In this method, Top scorers in different universities, colleges and training institutes are directly contacted.	Direct Method

Process of scientific selection.

Ans:

- **Finding the interested candidates** who have **submitted their profiles** for a particular job is the process of recruitment, and **choosing the best** and most suitable candidates among them is the process of selection.
- It **results in elimination of unsuitable candidates**. It follows scientific techniques for the appropriate choice of a person for the job.
- The recruitment process **has a wide coverage as it collects the applications** of interested candidates, whereas the selection process narrows down the scope and becomes specific when it selects the suitable candidates.
- Stone defines, ‘Selection is the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job’.

Scientific Selection Process

A scientific and logical selection procedure leads to scientific selection of candidates. The criterion finalized for selecting a candidate for a particular job varies from company to company.

1. Inviting applications:

- The **prospective candidates from within the organization** or outside the organization are called for applying for the post.



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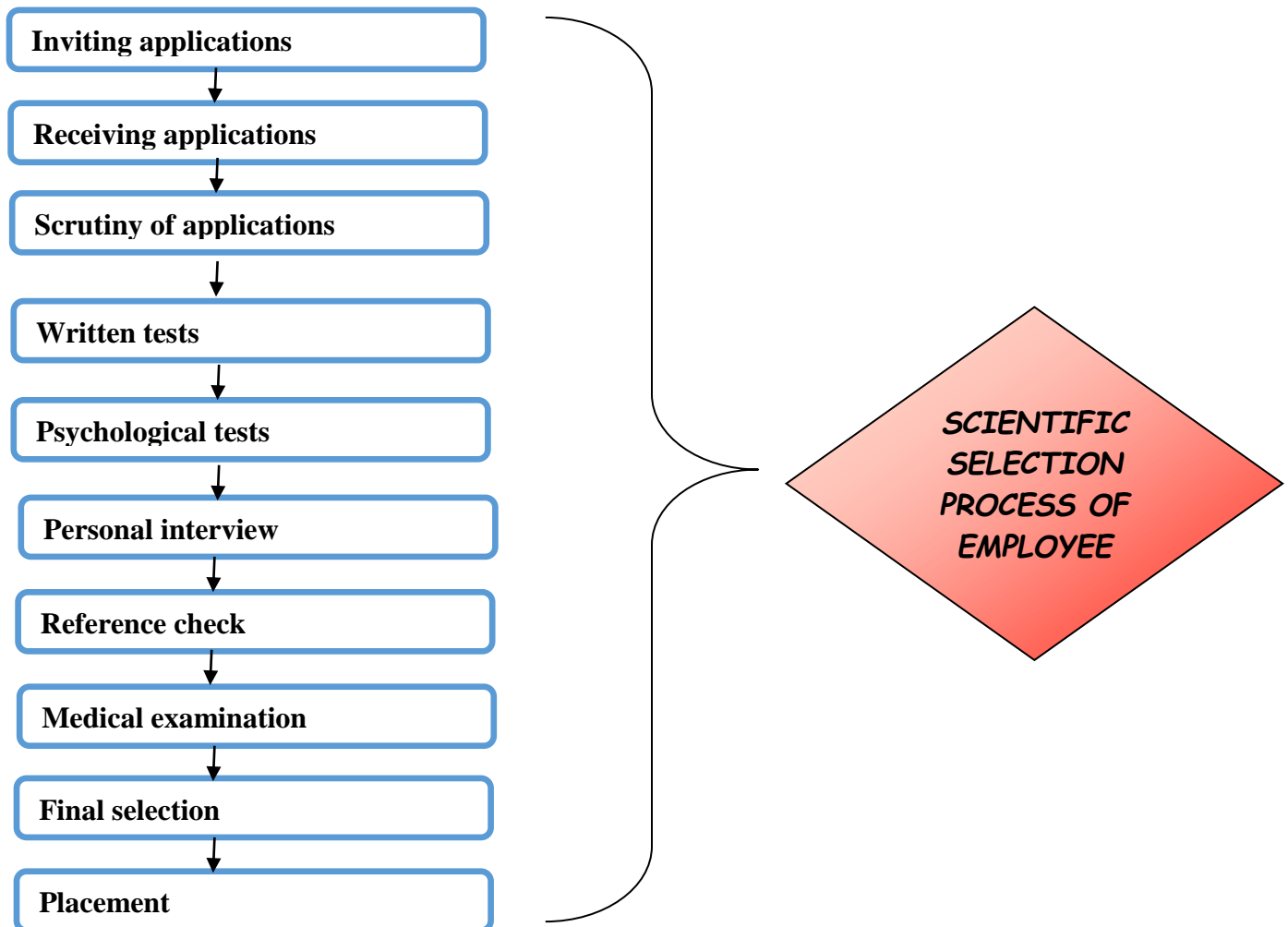
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- **Detailed job description and job specification** are provided in the advertisement for the job. It attracts a large number of candidates from various areas.

2.Receiving applications:

- **Detailed applications are collected** from the candidates **who provide the necessary information** about personal and professional details of a person.
- These applications **facilitate analysis** and comparison of the candidates.





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2. Scrutiny of applications:

- As the limit of the period within which the company is supposed to receive applications ends, **the applications are sorted out.**
- **Incomplete applications get rejected;** applicants with un-matching job specifications are also rejected.

3. Written tests:

- As the final list of candidates becomes ready after the scrutiny of applications, **the written test is conducted.**
- This test **is conducted for understanding the technical knowledge,** attitude and interest of the candidates.
- This **process is useful when the number of applicants is large.** Many times, a second chance is given to candidates to prove themselves by conducting another written test.

4. Psychological tests:

- These tests are conducted individually and they **help for finding out the individual quality** and skill of a person.
- The **types of psychological tests** are aptitude test, intelligence test, synthetic test and personality test

5. Personal interview:

- Candidates **proving themselves** successful through tests are **interviewed personally.** The interviewers may be individual or a panel.
- It generally **involves officers from the top management.** The candidates are asked several questions about their experience on another job, their family background, their interests, etc.



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- They are supposed to describe their expectations from the said job. **Their strengths and weaknesses are identified** and noted by the interviewers which help them to take the final decision of selection.

6. Reference check:

- Generally, **at least two references are asked for by the company** from the candidate.
- Reference check **is a type of crosscheck for the information** provided by the candidate through their application form and during the interviews.

7. Medical examination:

- **Physical strength and fitness** of a candidate is must before they takes up the job.
- In-spite of good performance in tests and interviews, candidates **can be rejected on the basis of their ill health.**

8. Final selection:

- At this step, the candidate is **given the appointment letter** to join the organization on a particular date.
- The appointment letter specifies the post, title, salary and terms of employment. Generally, initial appointment is on probation and after specific time period it becomes permanent.

9. Placement:

- This is a **final step.**
- **A suitable job is allocated to the appointed candidate** so that they can get the whole idea about the nature of the job.
- They can get adjusted to the job and perform well in future with all capacities and strengths.



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1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	-----is the process of differentiating between applicants in order to identify those with a greater likelihood of success in a job.	Selection
2	choosing the best and most suitable candidates among them is the-----	Selection process of employee
3	How many steps are there in selection process?	11
4	Which is first step of selection process of employee.	Inviting applications
5	In this step, Physical strength and fitness of a candidate is must before they take up the job.	Medical Examination
6	These tests are conducted individually and they help for finding out the individual quality and skill of a person.	Psychological Tests
7	A suitable job is allocated to the appointed candidate so that they can get the whole idea about the nature of the job.	placement
8	In this stage, Incomplete applications get rejected; applicants with un-matching job specifications are also rejected.	Scrutiny of applications

Characteristics an idle Promotion

Ans:

- Promotion is **vertical movement of an employee** within the organisation.
- In other words, promotion refers to the **upward movement of an employee** from one job to another higher one, with increase in salary, status and responsibilities. Promotion may be temporary or permanent, depending upon the needs of the organisation.
- There can be '**dry promotion**' also where an employee is assigned to a **higher-level job without increase in pay.**



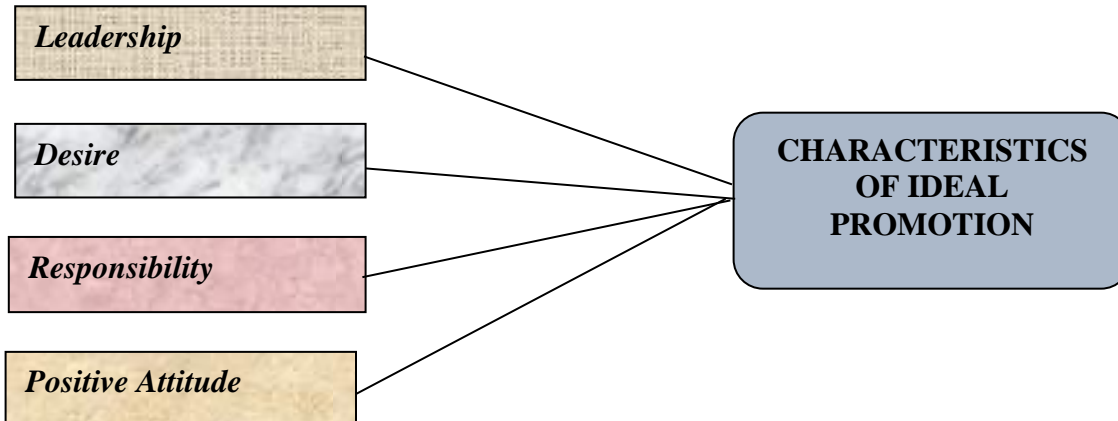
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- An example of ‘dry promotion’ is a University Professor made Head of the Department with no increase in salary.





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1. Leadership:

- Leadership can make an employee a suitable promotion candidate.
- Workers can demonstrate leadership by **assuming a "take-charge"** attitude in employee group settings such as team projects or discussions.
- Leaders **are also the ones other employees gravitate** to when needing advice or help with a task.
- In many cases, a leader can be easy to identify, as she may have already assumed **the role of an informal supervisor** in your organization.

2. Desire:

- It may be problematic to assume that just because an employee is a star performer, he is **eager for promotion**.
- For example, a top salesperson may thrive on the independence many sales positions offer, and he may be perfectly content in that role.
- You might see **promoting him into a managerial position** as a reward for his performance, even though he might not want to give up the freedom or take on the additional responsibilities.
- As a result **he may struggle in his new position**. A more promotable candidate is a top performer who also has expressed a strong desire for a larger role.

3. Responsibility:

- Promotable employees don't shy away from taking on additional responsibility.
- They are usually the first ones to **volunteer for challenging assignments** and are eager to take on a larger workload.
- You might find yourself delegating tasks to them that you had previously handled yourself, such as training a new employee or managing the account of a top client.
- You place a great deal of trust in these individuals, and they rarely disappoint you.



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4. Positive Attitude:

- Promotable employees display a **positive attitude toward their work** and the company, even when faced with adversity.
- They don't congregate around the water cooler with other employees to engage in gossip or gripe sections.
- If they have concerns, they express them in a constructive manner instead of giving the appearance of complaining.
- They have the ability to see how a seemingly insignificant task benefits the company, while others may view it as "busy work."

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	It is vertical movement of an employee within the organization.	promotion
2	It also refers to the upward movement of an employee from one job to another higher one, with increase in salary, status and responsibilities.	promotion
3	Promotion may be-----	Temporary or permanent
4	It is that type of promotion where an employee is assigned to a higher-level job without increase in pay.	Dry promotion

Transfer

Ans:

- Transfer refers to **the shifting of employees form one job to another within the same organization** where salary, responsibilities and category of the new job and the previous job are almost same.



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- Transfer of an employee can be done in other department of the same plant or office or to the same department of plant or office located in another region/city.



Need:

The need for making transfer is left for various reasons as listed below:



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1. To Meet Organizational Needs:

- **Changes in** technology, volume of production, production schedule, product line, quality of products, organizational structure, etc. necessitate an organisation to reassign jobs among employees so that right employee is placed on the right job.

2. To Satisfy Employee Needs:

- Employees may request for transfer in order to **satisfy their desire to work in a particular department**, place and under some superior.
- Personal problems of employee like health, family circumstances, and interpersonal conflicts may also necessitate transfer.

3. To Better Utilize Employee:

- When an employee is **not performing satisfactorily** on one job and management thinks that **his/her capabilities would be utilized better** elsewhere, he/she may be transferred to other job.

4. To Make the Employee More Versatile:

- In some organizations like banks, employees after working on a **job for a specified period are transferred to other job** with a view to widen their knowledge and skill and also reduce monotony. This is also called ‘job rotation.

5. To Adjust the Workforce:

- Work force can be **transferred from the departments / plants where there is less work to the departments/plants where more work is.**

6. To Provide Relief:

- Transfers may be made to **give relief to the employees** who are overburdened or doing hazardous work for long period.



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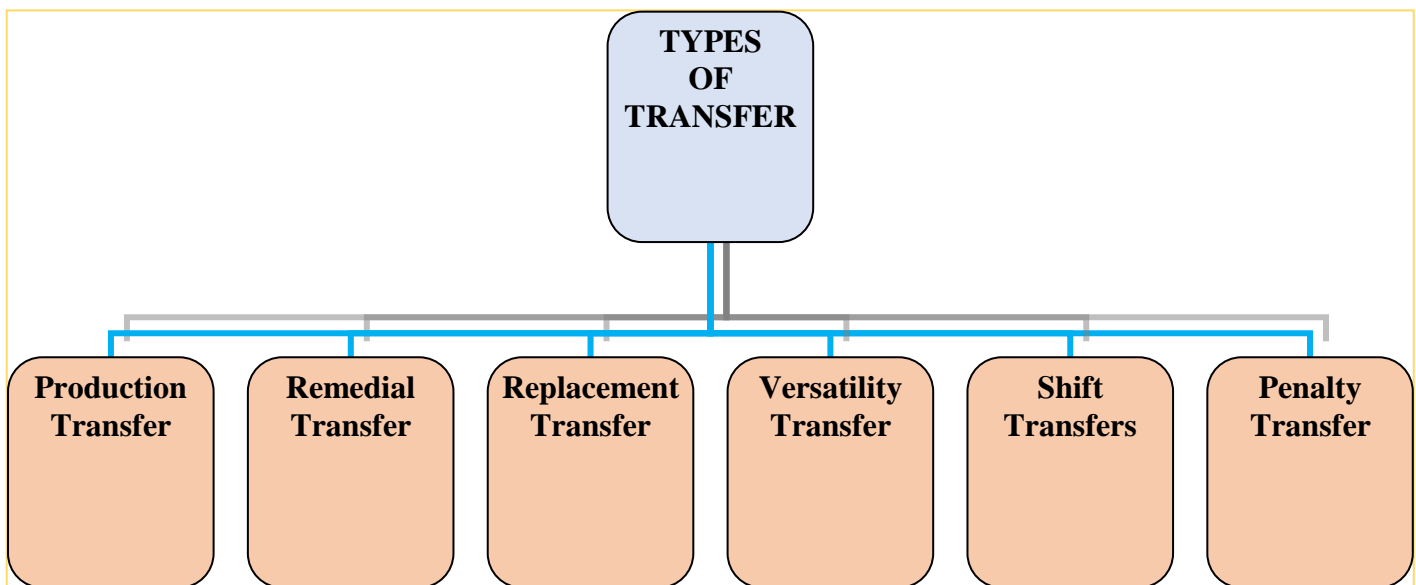
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7. To Punish Employee:

- Management may use transfer as an instrument to penalize employees who are indulged in **undesirable activities**.
- As a disciplinary action, employees are transferred to remote and far-flung areas.

Types:

Employee transfers may be classified into following types:



1. Production Transfer:

- Such transfers are made **when labour requirements in one division or branch is declining**. The surplus employees from such division are transferred to those divisions or branches where there is shortage of employees.
- Such transfers **help avoid lay off** and **stabilize** employment.

2. Remedial Transfer:

- Such transfers are **affected to correct the wrong selection** and placement of employees.



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- **A wrongly placed employee is transferred to more suitable job.** Such transfers protect the interest of the employee.

3. Replacement Transfer:

- Replacement transfers are **similar to production transfers** in their inherent, i.e. to avoid layoffs.
- Replacement transfers are affected **when labour requirements are declining and are designed to replace a new employee** by an employee who has been in the organisation for a sufficiently long time.
- The purpose of these transfers is to retain long service employees in the organisation and also give them some relief from the heavy pressure of work.

4. Versatility Transfer:

- These transfers are also **known as ‘job rotation’.**
- In such transfers, employees are **made move from one job to another to gain varied and broader experience of work.**
- It benefits both the employee and organisation. It **reduces boredom and monotony** and gives job enrichment to the employee.
- Also, employees’ versatility can be utilized by the organisation as and when needed.

5. Shift Transfers:

- These transfers are affected in the organizations **where work progresses for 24 hours or in shifts.**
- Employees are **transferred from one shift to another** usually on the basis of mutual understanding and convenience.

6. Penalty Transfer:

- Management may use **transfer as an instrument to penalize employees’** involved in undesirable activities in the organization. Employee transfer from



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one's place of convenience to a far-flung and remote area is considered as a penalty to the employee.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	It is the shifting of employees form one job to another within the same organization where salary, responsibilities and category of the new job and the previous job are almost same.	Transfer
2	In ----- an employee can be done in other department of the same plant or office or to the same department of plant or office located in another region/city.	Transfer
3	Generally, in this type of transfer, Management may use transfer as an instrument to penalize employees involved in undesirable activities in the organization.	Penalty Transfer
4	In this type, Employees are transferred from one shift to another usually on the basis of mutual understanding and convenience.	Shift transfer
5	These transfers are also known as 'job rotation.	Versatility Transfer
6	----- are similar to production transfers in their inherent, i.e. to avoid layoffs.	Replacement transfer
7	Such transfers are made when labour requirements in one division or branch is declining.	Production transfer
8	Such transfers are affected to correct the wrong selection and placement of employees. A wrongly placed employee is transferred to more suitable job.	Remedial transfer



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Brief note on Induction

Ans:

- Induction can be **defined as a process of introducing the employee** who is newly elected to the organization.
- When an employee is given a letter of appointment he joins the company on duty. The **very first thing** that the company does is, introduces the new employee to the organization and people working there.
- An induction program may be **conducted at a particular center for all employees** or at different places (branches of the company) for different employees. Normally the new employee is called together to the staff training college for the induction program.
- The **induction starts with an introduction secession** about the company, number of branches, a brief history of the company, number of products, number of countries operating in, organizational structure, culture, values, beliefs, the names of top management personnel etc.
- Apart from this introductory secession **there will be other secessions also** like secessions on behavioral science, soft skill training, secessions on giving details about the job, salary, bonus, information about different leaves that can be taken by the employee about upward mobility in the organization etc.
- There are **different ways in which secessions can be conducted** i.e. using lecture method, power point presentation, group discussion, psychological test, roll play secessions etc.

A good induction programme has following three elements:

Introductory In formation

On the job Information

Follow up Interview



ELEMENTS OF
INDUCTION
PROGRAMME



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(1) Introductory Information—

- A newcomer should be **given informally or in group sessions** the introductory information regarding the history of the company and company's products its organizational structure, personnel policies, rules and regulations of the company relating to leaves, attendance pay etc.

(2) On the job Information—

- A newcomer should also be **given information by the department**, supervisor where he is placed on the job.
- The information may be about departmental facilities and requirements such as nature of the job, the extent of his liability and employee's activities such as recreational facilities, associations, safety measures, job routine etc.

(3) Follow up Interview—

- A follow up interview should be arranged several weeks after the employee has been on the job, by the supervisor or a personnel manager to answer the problems faced by the employee on the job.

Objectives of Induction

- When a new entrant joins an organisation, he/she is an utter stranger to the co-workers, workplace and work environment.
- As such, he/she may feel insecure, shy and nervous. The first few days may be all anxious and disturbing ones for the new entrant.
- Particularly when a new entrant comes from rural area, he/she finds himself/herself completely at sea in an industrial town and city.
- Then, induction helps reduce such anxieties and dispels doubts and nervousness from the mind of the new entrant.

1. To **reduce the initial anxiety** all new entrants feel when they join a new job in a new organisation.

2. To **familiarize the new employees** with the job, **people, work-place**, work environment and the organisation.

3. To **facilitate outsider – insider transition** in an integrated manner.



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4. To **reduce exploitation** by the unscrupulous co-workers.
5. To **reduce the cultural shock** faced in the new organisation.

Induction Procedure

First, the new person needs time and a place to report to work.

Second, it is very important that the supervisor or the immediate boss meet and welcome the employee to the organization.

Third, administrative work should be completed. Such item as vacations, probationary period, medical absence, suggestion system should be covered.

Fourth, the departmental induction can be conducted. This should include a get acquainted talk, introduction to the department, explanation of the function of the department, and the job instruction and to whom he should look for help when has any problem.

Fifth, verbal explanations are supplemented by a wide variety of printed material, employee hand book, flyers, employee manuals, house-journals, picture stories, cartoons, pamphlets, etc. along with short guided tour around the plant.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	It is a process of introducing the employee who is newly elected to the organization.	Induction
2	Induction process is also called??	Induction program
3	Which are different ways of sessions of induction programme. Give name of any three method.	<ul style="list-style-type: none"> • Lecture Method • Power point Presentation • Group Discussion
4	What is induction process in simple term?	To introduce a new employee with whole organization
5	Which are objectives of Induction program?	<ul style="list-style-type: none"> • reduce the initial anxiety • reduce the cultural shock



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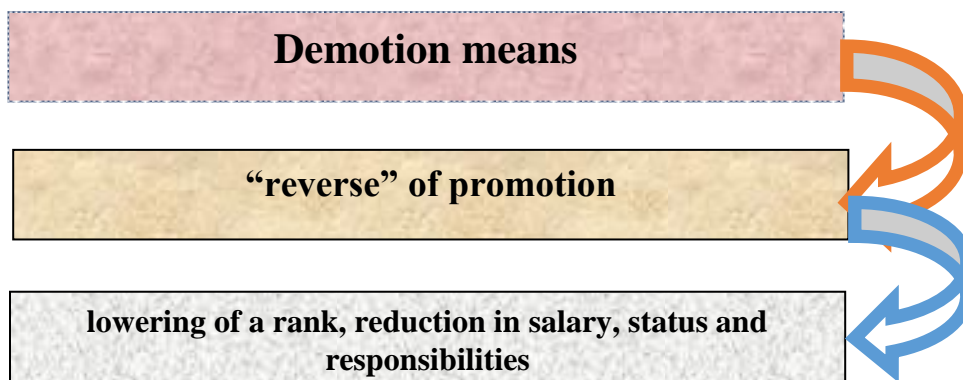
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		<ul style="list-style-type: none"> • reduce exploitation
6	How many steps are there in induction program process?	five
7	Which is first step of induction program process??	the new person needs time and a place to report to work
8	Which is last step of induction program process??	verbal explanations are supplemented by a wide variety of printed material

Meaning of Demotion & Reason and Effects of Demotion

Ans:

- **Demotion is “reverse” of promotion.** Demotion is the lowering of a rank, reduction in salary, status and responsibilities.
- It may be defined as **the assignment of an individual to a job of lower rank** and pay usually involving lower level of authority and responsibility. Demotion is normally used as a punishment for breach of discipline.
- It brings bad name to the employee. The juniors supersede a person which brings humiliation. Even the reduction of pay will adversely affect the budget of an employee





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Reasons of Demotion:

- **Breach of Discipline**
- **Inadequacy of Knowledge**
- **Unable to Cope with Change**
- **Organizational Re-Organization**

1. Breach of Discipline:

- A breach of discipline may attract demotion **as a punishment**. An organisation can work only if proper discipline is maintained.
- A punitive action for such **breach may be necessary** so that people do not flout rules, regulation etc. of the company.

2. Inadequacy of Knowledge:

- A person may not be competent to perform his job properly. He **may not be able to meet job requirements**. In such a situation demotion becomes necessary.

3. Unable to Cope with Change:

- Now-a-days, there is a rapid change in technology and methods of work.
- The existing employees **may not be able to adjust themselves** as per the new requirements.
- It may be due to **lack of** education, technical skill, ill health, old age or other personal reasons. Under these circumstances new persons may be needed to take up such jobs.

4. Organizational Re-Organisation:



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- Sometimes there **may be organizational changes**. It may be necessitated by either combining the departments or closing of some sections or departments.
- In such situations the **number of positions is reduced** and some employees may be posted at the lower positions until normality is restored. Such demotions are not due to any fault of the employees.

Effects

1. Demotion is practiced as a disciplinary measure.
2. Due to demotion alternate of employees along with responsibilities also increases.
3. Demotions have serious impact on employees.
4. On many employees, demotion creates negative effects. They become aggressive and defensive.
5. Many times a firm faces disputes with the labour unions.
6. It decreases the work efficiency of many employees.
7. Due to such measures the prestige or status of employees in the organizations gets devalued.
8. It increases dissatisfaction among employees.
9. It decreases the loyalty of employees towards the firm.
10. Due to demotion not only employee suffers but a firm, society and nation also suffer.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	Demotion is “reverse” of promotion. Yes Or no.	Yes
2	It is the lowering of a rank, reduction in salary, status and responsibilities.	Demotion
3	It may be defined as the assignment of an individual to a job of lower rank and pay usually involving lower level of authority and responsibility.	Demotion
4	Demotion increases-----	dissatisfaction among employees
5	Demotion decrease-----	the loyalty of employees towards the firm
6	Demotions have	serious impact on



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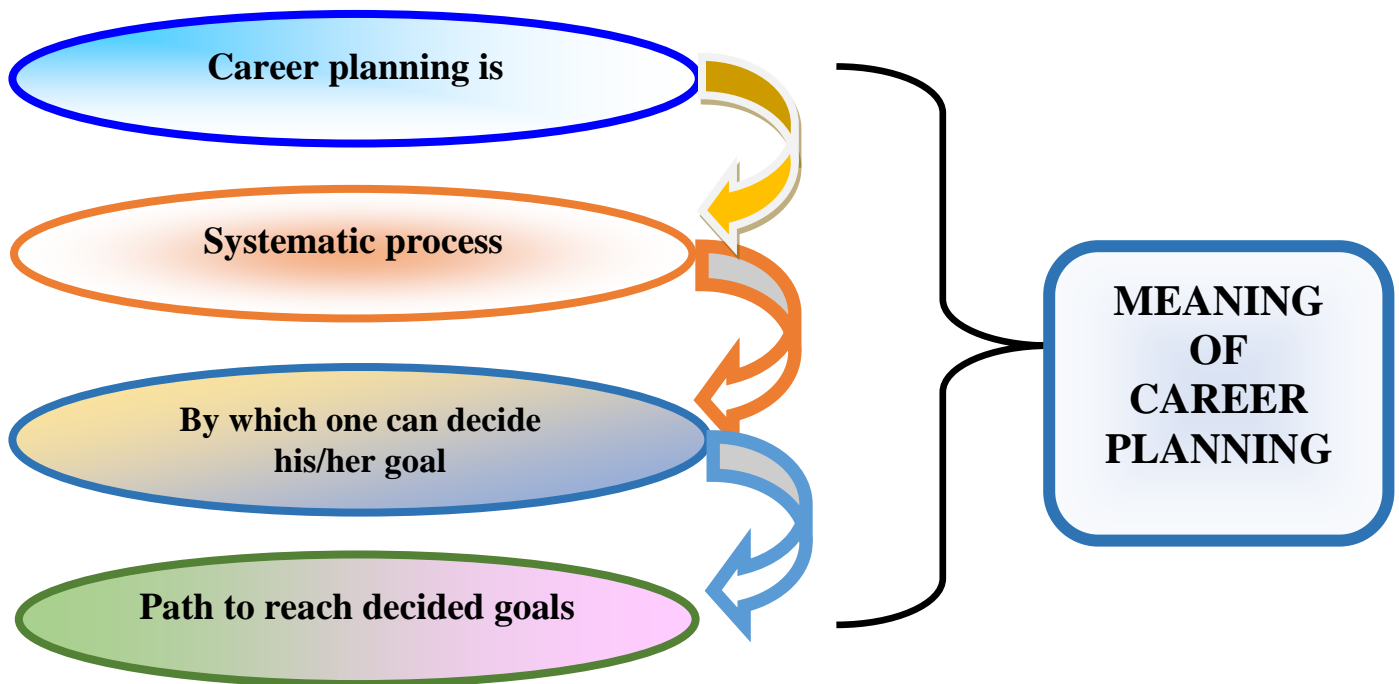
		employees
7	demotion creates-----	Negative Impacts

UNIT 3: CAREER AND SUCCESSION PLANNING

Concept of Career and Succession Planning

INTRODUCTION

- Career planning is a subset of career management.
- Career planning applies the concept of Strategic planning and Marketing to taking charge of one’s professional future.
- Career is ongoing process and so it needs to be assessed on continuous basis. This process of re-assessing individual learning and development over a period of time is called Career Planning.



IMPORTANCE OF CAREER PLANNING



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1. It is a **proper sequence of job-related activities**. Such job related activities vis-a-vis experience include role experiences at diff hierarchical levels of an individual, which lead to an increasing level of responsibilities, status, power, achievements and rewards.
2. **It may be individual-centered or organizational–centered**, individual-centered career is an individually perceived sequence of career progression within an occupation.
3. It is better defined as an integrated pace of internal movement in an **occupation of an individual over his employment span**.

PROCESS OF CAREER PLANNING

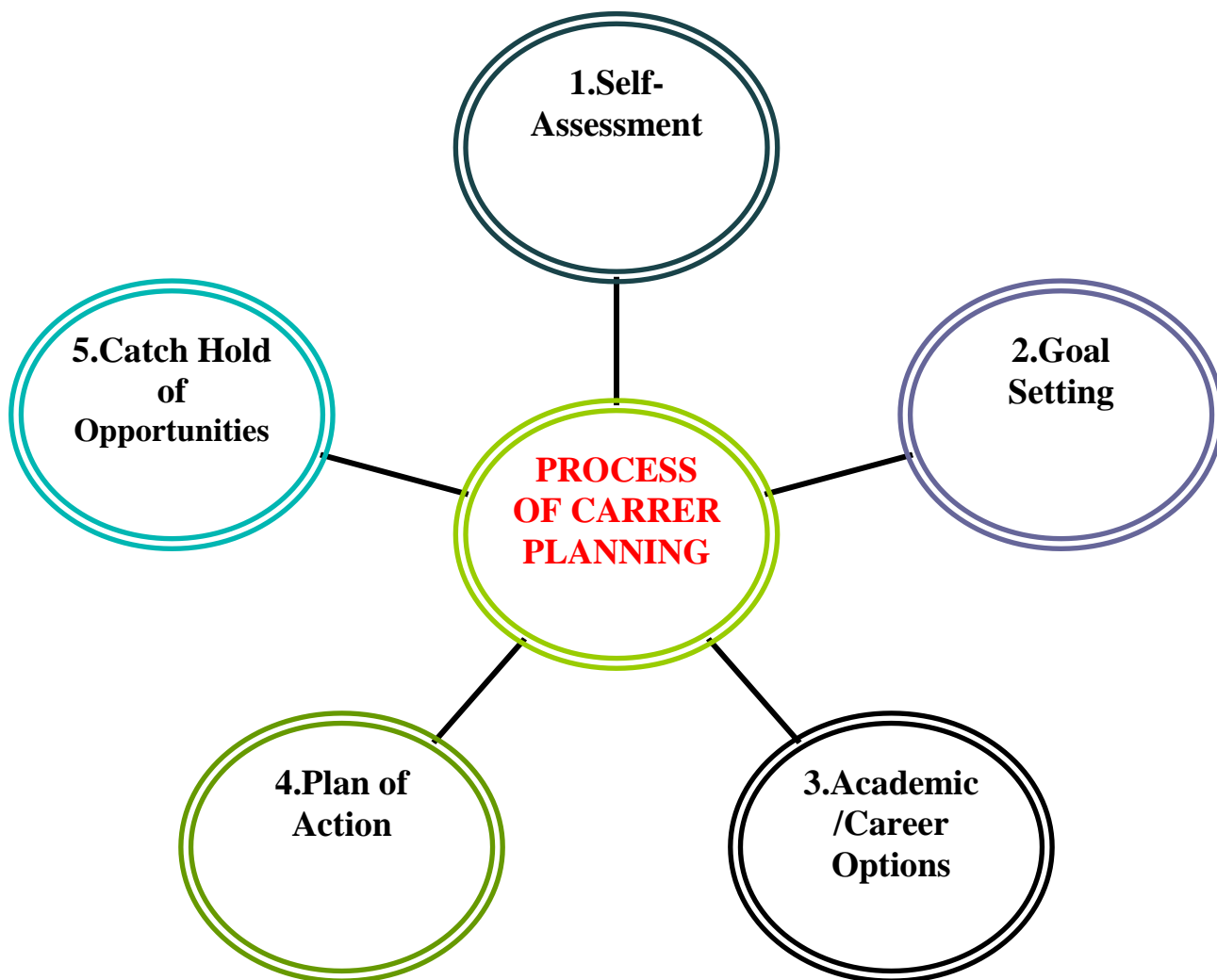


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1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	----- is a subset of career management.	Career planning
2	This process of re-assessing individual learning	Career planning



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	and development over a period of time is called----	
	--	
3	It is a systematic process where one can decide his/her goals.	Career planning
4	How many steps are there in the process of career planning.	five
5	What is first step in process of career planning?	Self-assessment
6	Person has to set their goals on the basis of which??	<ul style="list-style-type: none"> • Education Qualification • Work experience • Expectations of life • priorities
7	In this step a person Analyze the career option by keeping in mind your present educational qualification.	Academic/ Career Option
8	Which is last step of process of career planning?	Catch the opportunities
9	In this stage, those industries and particular companies where you want to get into.	Plan of Action Recognize

Step 1: Self-Assessment The first and foremost step in career planning is to know and assess yourself. You need to collect information about yourself while deciding about a particular career option. You must analyse your interests, abilities, aptitudes, desired lifestyle, and personal traits and then study the relationship between the career opted for and self.

Step 2: Goal Setting Set your goals according to your academic qualification, work experience, priorities and expectations in life. Once your goal is identified, then you determine the feasible ways and objectives how to realize it.

Step 3: Academic/Career Options Narrow your general occupational direction to a particular one by an informatory decision making process. Analyze the career option by keeping in mind your present educational qualification and what more academic degrees you need to acquire for it.

Step 4: Plan of Action Recognize those industries and particular companies where you want to get into. Make the plan a detailed one so that you can determine for how many years you are



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going to work in a company in order to achieve maximum success, and then switch to another. Decide where you would like to see yourself after five years and in which position.

Step 5: Catch Hold of Opportunities Opportunity comes but once. So, whenever you get any opportunity to prove yourself and get into your desired career, try to convert it in every way for suiting your purpose. Remember, a successful professional is also quite opportunistic in his moves, examining every opening to turn to his favour.

Advice on Career Planning:

- Try not to waste much time and wait too long between career planning sessions.
- Don't ever judge and analyse yourself, like your likes and dislikes, abilities, etc. by listening to what people around you say.
- Be your best judge. Be open to constructive criticisms. Career planning is a very important step that needs to be considered in totality.
- If need be, you should not be hesitant to take the help of professional guidance and find out the best career planning for yourself.

SUCCESSION PLANNING

- A succession plan, simply put, is a component of good HR planning and management.
- Succession planning acknowledges that staff will not be with an organization indefinitely and it provides a plan and process for addressing the changes that will occur when they leave.
- Most succession planning focuses on the most senior manager - the executive director, however, all key positions should be included in the plan.
- Key positions can be defined as those positions that are crucial for the operations of your organization and, because of skill, seniority and/or experience, will be hard to replace. Whenever size and resources permit, a succession plan should involve nurturing and developing employees from **within an organization**.
- Employees who are perceived to have the skills, knowledge, qualities, experience and the desire can be groomed to move up to fill specific, key positions. Organizations should:
 - Assess their current and future needs based on either their strategic plan, goals and objectives, or priority programs and projects
 - Match these to the capabilities of the existing workforce



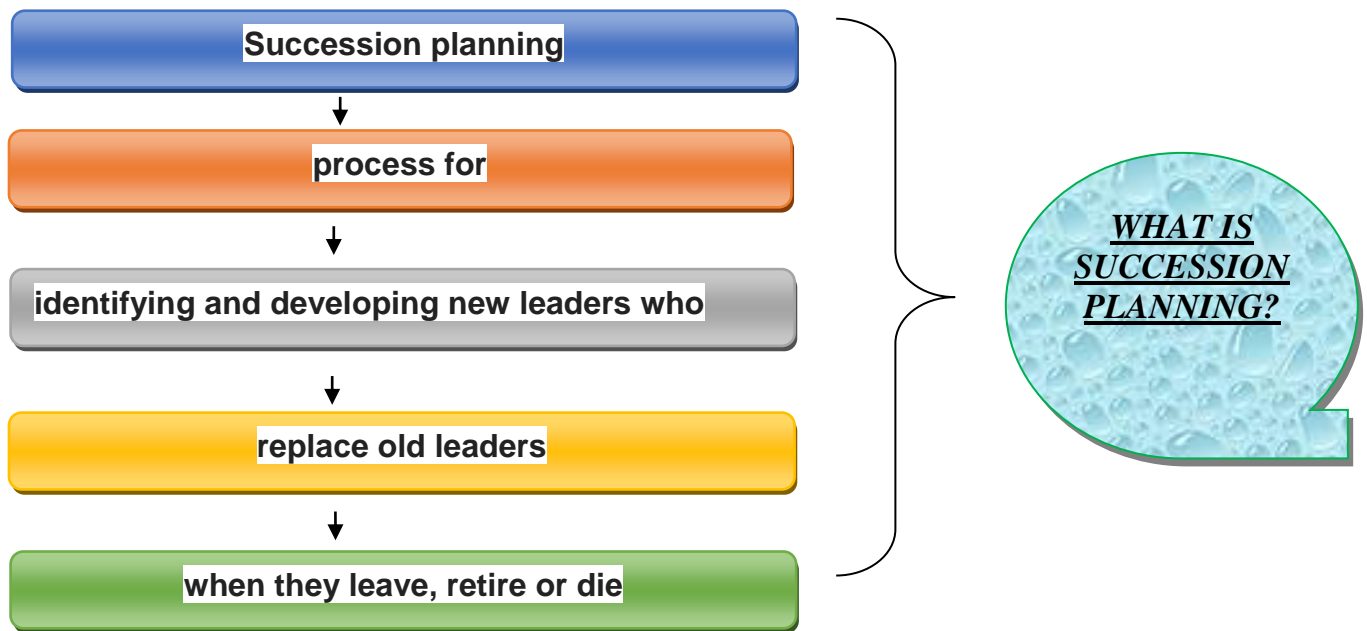
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- Develop a plan to manage the gaps that will arise when individuals in key positions leave or are promoted



The plan will generally include a combination of training and developing existing staff, and external recruitment.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	It is process for identifying & developing new leaders who replace old leaders when they leave, retire or die.	Succession planning
2	Succession plan generally give training & do development of-----	Existing staff
3	A succession plan, simply put, is a-----	component of good HR planning and management



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4	A succession plan should involve nurturing and developing employees from----	Within the organization
5	Most succession planning focuses on the most	Senior manager, executive director
6	For better succession planning an organization must find what?	Assess their current & future needs based on plan
7	Organization has to match the capabilities of their_____	Current workforce

Distinction between "Career Planning and "Succession Planning

Career Planning	Succession Planning
1. Career planning is the process or activities offered by an organisation to the individuals or its employees to identify their strength, weaknesses, specific goals and the jobs they would like to occupy. Through career planning, the employees, individuals, identify and implement steps to attain their career goals.	1. Succession planning is the important process which involves identification of individuals or employees as the possible successors to the key or very senior positions in an organization which such position become vacant. Thus, in short, succession planning focuses on the identification of vacancies and locating probable successor.
2. In career planning, an organisation is concerned with strategic questions of career development.	2. In succession planning, the focus of attention is the persons who can occupy the vacant post.
3. Career Planning is a must for all managerial cadres and posts.	3. Succession planning is essential for all those who operate in key functional areas and also for key managerial cadres that are likely to become vacant.
4. Career Planning's basis is long term till the retirement of the employment contract.	4. Succession Planning is usually for 2 to 5 or 2 to 7 years period for an individual but it is a continuous exercise for an organisation.
5. The important objective of career planning is to explore the opportunities to enable the individual employees to grow	5. The important objective of succession planning is to identify the most suitable, potentially qualified, efficient, skilled and



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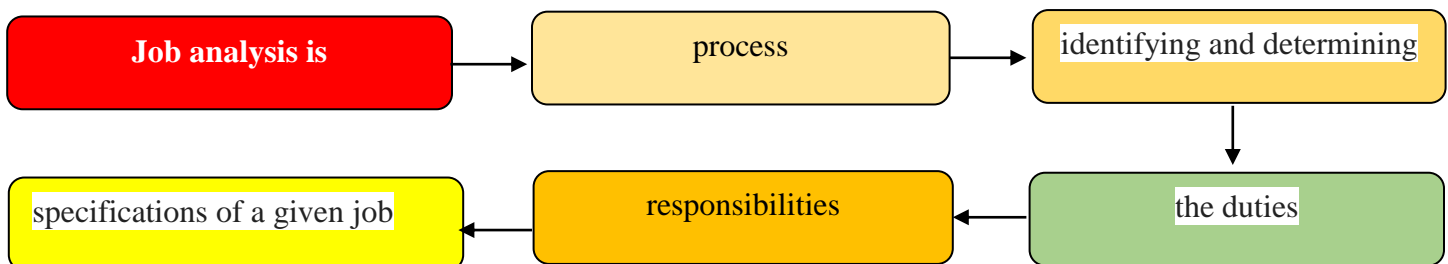
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and to develop and also to encourage or motivate them for self-development. experienced employees or individuals to occupy or succeed to key positions when they become vacant.

Job analysis & State its Process and Importance.

Introduction

- Job analysis refers to the process of collecting information about a job. In other words, it refers to the anatomy of the job.
- Job analysis is performed upon ongoing jobs only. It contains job contents. For example, what are the duties of a supervisor, grade II, what minimal knowledge, skills and abilities are necessary to be able to adequately perform this job? How do the requirements for a supervisor, grade II, compare with those for a supervisor, grade I? These are the questions that job analysis answers.



Let us consider a few important definitions of job analysis.

Edwin B. Flippo has defined job analysis as the process of studying and collecting information relating to the operations and responsibilities of a specific job. The immediate products of this analysis are job descriptions and job specifications”.

Process of job analysis:

Job analysis is as useful is not so easy to make. In fact, it involves a process.



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Though there is no fool-proof process of making job analysis, following are the main steps involved in job analysis:

1. Organizational Job Analysis:

- Job analysis begins with obtaining pertinent information about a job’.
- This, according to Terry is required to know the makeup of a job, its relation to other jobs, and its contribution to performance of the organisation.
- Such information can be had by dividing background information in various forms such as organisation charts i.e., how the particular job is related to other jobs; class specifications i.e., the general requirement of the job family; job description i.e., starting point to build the revised job description, and flow charts i.e., flow of activities involved in a particular job.

2. Selecting Representative Jobs for Analysis:

- Analysing all jobs of an organisation is both costly and time consuming.
- Therefore, only a representative sample of jobs is selected for the purpose of detailed analysis.

3. Collection of Data for Job Analysis:

- In this step, job data features of the job and required qualifications of the employee are collected.
- Data can be collected either through questionnaire, observation or interviews.
- However, due care should be taken to select and use the method of data collection that is the most reliable in the given situation of the job.

4. Preparing Job Description:

- The job information collected in the above ways is now used to prepare a job description.
- Job description is a written statement that describes the tasks, duties and responsibilities that need to be discharged for effective job performance.

5. Preparing Job Specification:



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- The last step involved in job analysis is to prepare job specification on the basis of collected information.
- This is a written statement that specifies the personal qualities, traits, skills, qualification, aptitude etc. required to effectively perform a job. The job analysis process.



Fig. 5.1 : The Job Analysis Process

Importance of job analysis

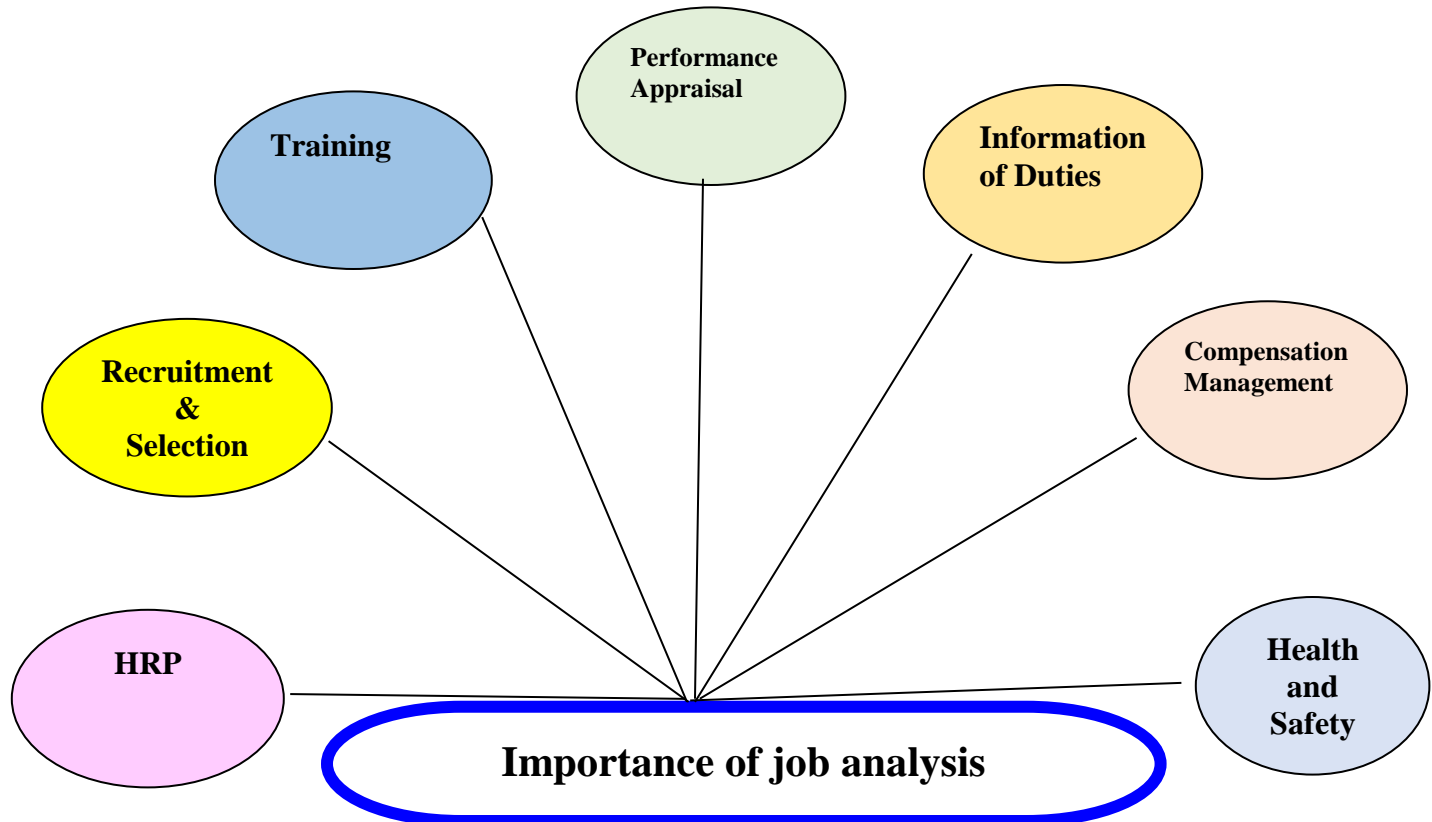


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1. HR Planning:

- Job analysis provides useful information for human resource planning.
- It is the foundation for forecasting demand for and supply of human resources in an organization.
- It is also necessary for preparing HR inventory and HR information system in the organization.

2. Recruitment And Selection:

- Job analysis provides necessary information for conducting recruitment and selection of employees in the organization.
- Recruitment generates a pool of candidates who are willing to perform in the organization, whereas selection selects the best suited candidate out of the available candidates who are supposed to perform well in the organization.

3. Training And Development :



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- Up-to-date description and specification statements help to ensure the requirement of training and development needs in the organization.
- By comparing knowledge and skill of current employees with the expected level of performance, the need of training and development requirement can be assessed.

4. Compensation Management:

- Job analysis provides necessary information for managing compensation of employees.
- It helps to rank the job in order to determine pay surveys. Hence, it helps in compensation decisions.

5. Performance Appraisal:

- Job analysis helps to appraise the performance of employees by providing clear cut standards of performance for each job.
- It compares each employee's actual performance with the predetermined standards.

6. Information Of Duties:

- Job analysis provides valuable information regarding the duties and responsibilities of an incumbent through job description statement.
- It also provides the content and skill requirement of each job.

7. Health And Safety:

- In course of job analysis, certain unsafe environmental and operational conditions or personal habits are discovered and thus, that may lead to safety improvements.

7. Job Re-engineering:

- Job analysis provides valuable information data relating to the content and skill requirement of jobs which help to bring about improvements in the engineering design of jobs.

9 .Employee Counseling:

- Vocational guidance and rehabilitation counseling is possible through comprehensive job description and specification statements.



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1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	It refers to the process of collecting information about a job.	Job Analysis
2	It also refers to the anatomy of the job.	Job Analysis
3	It represents the job content of particular job.	Job Analysis
4	The process of studying and collecting information relating to the operations and responsibilities of a specific job is called?	Job Analysis
5	How many steps are there in job analysis process?	5
6	What is first step of job analysis process?	Organizational job analysis
7	This step includes, to prepare job specification on the basis of collected information.	Preparing job specification
8	In this step, job data features of the job and required qualifications of the employee are collected.	Collection of data for job analysis
9	It is the foundation for forecasting demand for and supply of human resources in an organization.	HR planning
10	----- generates a pool of candidates who are willing to perform in the organization.	Recruitment
11	By which Vocational guidance and rehabilitation counseling is possible.	Employee counseling
12	Job analysis helps to appraise the _____ of employees by providing clear cut standards of performance for each job.	Performance

Job description

Introduction

- Job description is a written record of the duties, responsibilities and requirements of a particular job. It is concerned with the job itself and not with the work.



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- It is a statement describing the job in such terms as its title, location, duties, working conditions and hazards. In other words, it tells us what is to be done and how it is to be done and why.
- It is a standard of function, in that it defines the appropriate and authorized contents of a job.
- Job description helps top executives, especially when they jointly discuss one another's responsibilities.
- Overlapping or confusion can then be pointed out questions can be raised about the major thrust of each position, and problems of structure can be identified. A job description becomes a vehicle for organisational change and' improvement.
- A job description is a basic HR management tool that can help to increase individual and organizational effectiveness.
- The HR Council has developed job profiles for key positions in small organizations that are available for you to use and adapt for your own use. For each employee, a good job description helps the incumbent to understand:
 - Their duties and responsibilities
 - The relative importance of their duties
 - How their position contributes to the mission, goals and objectives of the organization

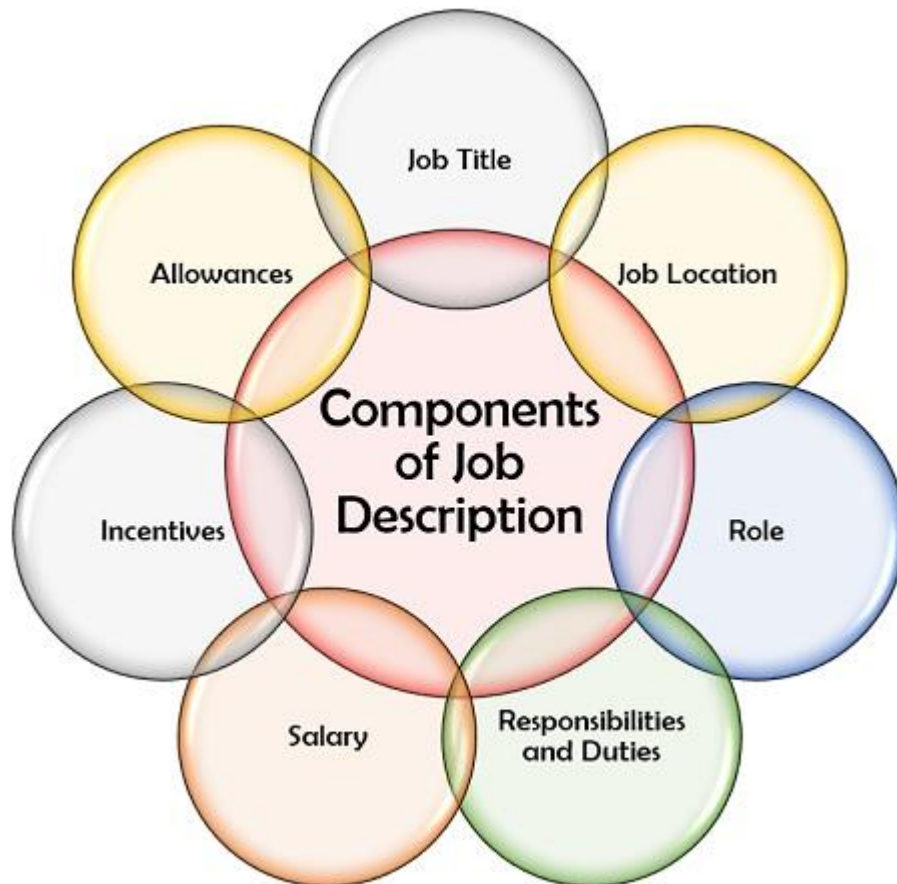


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For the organization, good job descriptions contribute to organizational effectiveness by:

- Ensuring that the work carried out by staff is aligned with the organization's mission
- Helping management clearly identify the most appropriate employee for new duties and realigning work loads

Job descriptions are also the foundation for most HR management activities:

1. **Recruitment:** Job descriptions are used to develop a recruitment campaign that clearly articulates the duties to be performed and qualifications required by the organization for the position
2. **Selection:** Interview questions, hiring criteria and the screening process are based on the duties and qualification outlined in the job description



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3. **Orientation:** The job description helps the employee see how their position relates to other positions in the organization
4. **Training:** The job description can be used to identify areas where the employee does not adequately meet the qualifications of the position and therefore needs training
5. **Supervision:** The job description can be used by the employee and the supervisor to help establish a work plan
6. **Compensation:** Job descriptions can be used to develop a consistent salary structure, which is based on relative level of duties, responsibility and qualifications of each position in the organization
7. **Performance Management:** The job description and the work plan are used to monitor performance
8. **Legal Defense;** If an employee is terminated for poor performance, an accurate, complete and up-to-date job description will help the organization defend its decision.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	It is a written record of the duties, responsibilities and requirements of a particular job.	Job description
2	It is concerned with the job itself and not with the work.	Job description
3	It is a statement describing the job in such terms as its title, location, duties, working conditions and hazards.	Job description
4	it tells us what is to be done and how it is to be done and why.	Job description
5	A ----- becomes a vehicle for organisational change and' improvement.	Job description
6	Job description includes the activities like-----	<ul style="list-style-type: none"> • Recruitment • Selection • Orientation • Training & development • compensation



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Difference between Job Description and Job Analysis

Points	Job Analysis	Job Description
Purpose	The purpose of job analysis is to obtain in depth and universal information about job.	the purpose of job description is to obtain specific information regarding a specific job
Analysis	It is a detailed analysis of a job.	It is short summary of job
Priority	It is given first priority. It means that is done first.	It is not given first priority. It is made after job analysis is done.
Procedure	Its procedure is complex.	Its procedure is simple.
Advantage	Helpful in Recruitment and Selection of manpower	Helpful in ascertaining whether an applicant is eligible as per the set standards
Incorporates	Tasks, responsibilities, skill, abilities, working conditions and adaptabilities of a certain job.	Duties and Responsibilities, authority, purpose and scope of a specific job.

Methods of job evaluation

Introduction:

- A job evaluation involves the use of a systematic process to determine the importance, monetary worth and complexity of jobs in an organization relative to one another.
- An effective job evaluation system can help determine the best rate of pay for a position and develop a broad job description that easily adapts to the company's needs as they change over time.
- Popular techniques used in job evaluations include ranking, point method, factor comparison and classification.

There are four basic methods of job evaluation currently in use which are grouped into two categories:

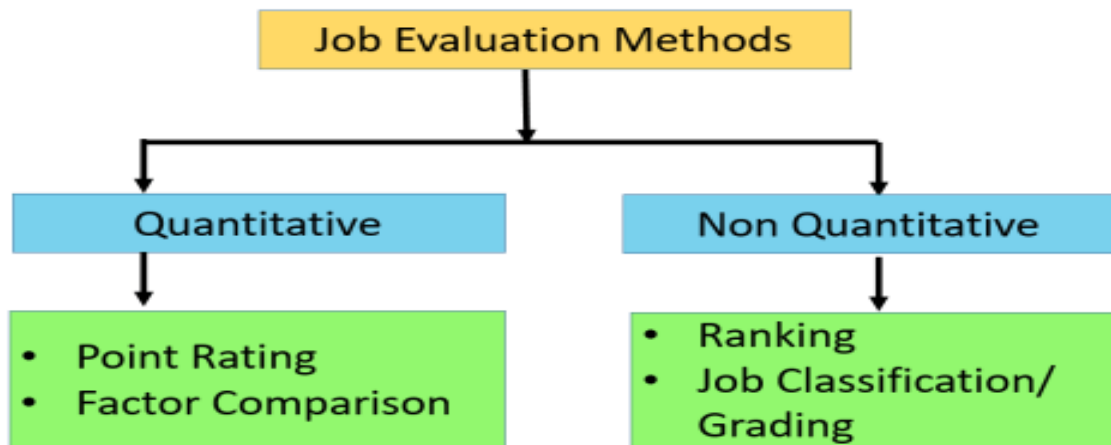


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1. Non-quantitative Methods:

(a) Ranking or Job Comparison:

- The ranking method is the simplest form of job evaluation.
- In this method, each job as a whole is compared with other and this comparison of jobs goes on until all the jobs have been evaluated and ranked.
- All jobs are ranked in the order of their importance from the simplest to the hardest or from the highest to the lowest.
- The importance of order of job is judged in terms of duties, responsibilities and demands on the job holder.
- The jobs are ranked according to “the whole job” rather than a number of compensable factors.

Merits:

1. It is the simplest method.
2. It is quite economical to put it into effect.
3. It is less time consuming and involves little paper work.

Demerits:



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1. The main demerit of the ranking method is that there are no definite standards of judgment and also there is no way of measuring the differences between jobs.

2. It suffers from its sheer unmanageability when there are a large number of jobs.

(b) Grading Method:

- Grading method is also known as ‘classification method’. This method of job evaluation was made popular by the U.S. Civil Service Commission.
- Under this method, job grades or classes are established by an authorised body or committee appointed for this purpose.
- A job grade is defined as a group of different jobs of similar difficulty or requiring similar skills to perform them.
- Job grades are determined on the basis of information derived from job analysis. The grades or classes are created by identifying some common denominator such as skills, knowledge and responsibilities.
- The example of job grades may include, depending on the type of jobs the organisation offers, skilled, unskilled, account clerk, clerk-cum-typist, steno typist, office superintendent, laboratory assistant and so on.
- Once the grades are established, each job is then placed into its appropriate grade or class depending on how well its characteristics fit in a grade.
- In this way, a series of job grades is created. Then, different wage/salary rate is fixed for each grade.

Merits:

The main merits of grading method of job evaluation are:

1. This method is easy to understand and simple to operate.
2. It is economical and, therefore, suitable for small organizations.



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3. The grouping of jobs into classifications makes pay determination problems easy to administer.

4. This method is useful for Government jobs.

Demerits:

The demerits of this method include:

1. The method suffers from personal bias of the committee members.
2. It cannot deal with complex jobs which will not fit neatly into one grade.
3. This method is rarely used in an industry.

(C) Factors Comparisons method :

- This method is a combination of both ranking and point methods in the sense that it rates jobs by comparing them and makes analysis by breaking jobs into compensable factors.
- This system is usually used to evaluate white collar, professional and managerial positions.

The mechanism for evaluating jobs under this method involves the following steps:

1. First of all, the key or benchmark jobs are selected as standards. The key jobs selected should have standards contents, well accepted pay rates in the community, and should consist of a representative cross-section of all jobs that are being evaluated—from the lowest to the highest paid job, from the most important to the least important—and cover the full range of requirements of each factor, as agreed upon by a Committee representing workers and management.
2. The factors common to all jobs are identified, selected and defined precisely. The common factors to all jobs are usually five, viz., mental requirements, physical requirements, skill requirements, working conditions and responsibility.
3. Once the key jobs are identified and also the common factors are chosen, the key jobs are, then, ranked in terms of the selected common factors.



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4. The next step is to determine a fair and equitable base rate (usually expressed on an hourly basis) and, then, allocate this base rate among the five common factors as mentioned earlier. Following is a specimen of base rate and its allocation scheme:

<i>Key Job</i>	<i>Base Rate (Daily)</i>	<i>Mental Requirements</i>	<i>Physical Requirements</i>	<i>Skills</i>	<i>Working Conditions</i>	<i>Responsibility</i>
Electrician	60	13	12	5	12	18
Welder	30	10	19	5	4	12
Mechanist	80	25	5	23	24	3

5. The final step in factor comparison method is to compare and evaluate the remaining jobs in the organisation. To illustrate, a ‘toolmaker’ job is to be evaluated. After comparison, it is found that its skill is similar to electrician (5), mental requirements to welder (10) Physical requirements to again electrician (12), working conditions to mechanist (24) and responsibility also to mechanist (3). Thus, the wage rate for the job of toolmaker will be Rs. 54 (Rs.5 + Rs. 10 + Rs. 12 + Rs.24 + Rs.3).

Merits:

This method enjoys the following merits:

1. It is more objective method of job evaluation.
2. The method is flexible as there is no upper limit on the rating of a factor.
3. It is fairly easy method to explain to employees.
4. The use of limited number of factors (usually five) ensures less chances of overlapping and over-weighting of factors.
5. It facilitates determining the relative worth of different jobs.

Demerits:

The method, however, suffers from the following drawbacks:

1. It is expensive and time-consuming method.



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2. Using the same five factors for evaluating jobs may not always be appropriate because jobs differ across and within organisations.

3. It is difficult to understand and operate.

(D) Points Rating:

- This is the most widely used method of job evaluation.
- Under this method, jobs are breaking down based on various identifiable factors such as skill, effort, training, knowledge, hazards, responsibility, etc.
- Thereafter, points are allocated to each of these factors. Weights are given to factors depending on their importance to perform the job.
- Points so allocated to various factors of a job are then summed.
- Then, the jobs with similar total of points are placed in similar pay grades.
- The sum of points gives an index of the relative significance of the jobs that are rated.

The procedure involved in determining job points is as follows:

- Determine the jobs to be evaluated. Jobs should cover all the major occupational and levels of responsibility to be covered by the method.
- Decide on the factors to be used in analysing and evaluating the jobs. The number of factors needs to be restricted because too many factors result in an over-complex scheme with overlap and duplication between factors.
- Define the factors clearly in written. This is necessary to ensure that different job raters interpret a particular factor in the same sense.
- Determine degrees of each factor and assign point value to each degree.
- Point values are assigned to different degrees on the basis of arithmetic progression.
- Finally, money values are assigned to points. For this purpose, points are added to give the total value of a job. Its value is then translated into money terms with a predetermined formula.



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Merits:

The method has the following merits:

1. It is the most comprehensive and accurate method of job evaluation.
2. Prejudice and human judgment are minimised, i.e. the system cannot be easily manipulated.
3. Being the systematic method, workers of the organisation favour this method.
4. The scales developed in this method can be used for long time.
5. Jobs can be easily placed in distinct categories.

Demerits:

The drawbacks of the method are:

1. It is both time-consuming and expensive method.
2. It is difficult to understand for an average worker.
3. A lot of clerical work is involved in recording rating scales.
4. It is not suitable for managerial jobs wherein the work content is not measurable in quantitative terms.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	A _____ involves the use of a systematic process to determine the importance, monetary worth and complexity of jobs in an organization relative to one another.	job evaluation
2	How many methods are for job evaluation??	Two
3	Name the methods of job evaluation.	Quantitative & Non quantitative Method



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4	Which methods are covered under quantitative method of Job evaluation?	<ul style="list-style-type: none"> • Point Rating • Factors comparison
5	Which methods are covered under Non – Quantitative method of Job Evaluation??	<ul style="list-style-type: none"> • Ranking • Grading
6	Under this method, jobs are breaking down based on various identifiable factors such as skill, effort, training, knowledge, hazards, responsibility, etc.	Point Rating Method
7	Grading method is also known as _____.	classification method'
8	A _____ is defined as a group of different jobs of similar difficulty or requiring similar skills to perform them.	job grade
9	_____ are created by identifying some common denominator such as skills, knowledge and responsibilities.	The grades or classes
10	The _____ is the simplest form of job evaluation.	Ranking method
11	In this method, each job as a whole is compared with other and this comparison of jobs goes on until all the jobs have been evaluated and ranked.	Ranking Method
12	In Ranking method, all jobs are ranked in the order of their importance from the simplest to the hardest or from the _____.	highest to the lowest
13	This method is a combination of both ranking and point methods in the sense that it rates jobs by comparing them and makes analysis by breaking jobs into compensable factors.	Factors comparison method



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Methods of performance appraisal

Introduction:

- Performance Appraisals is the assessment of individual's performance in a systematic way.
- It is a developmental tool used for all round development of the employee and the organization.
- The performance is measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility and health.
- Assessment should be confined to past as well as potential performance also. The second definition is more focused on behaviors as a part of assessment because behaviors do affect job results.

Definitions:

1. "It is formal, structured system of measuring, evaluating job related behaviors and outcomes to discover reasons of performance and how to perform effectively in future so that employee, organization and society all benefits."
2. "It is a systematic evaluation of an individual with respect to performance on the job and individual's potential for development."



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TECHNIQUES / METHODS OF PERFORMANCE APPRAISALS

1. Rating Scales:

- Rating scales consists of several numerical scales representing job related performance criterions such as dependability, initiative, output, attendance, attitude etc. Each scales ranges from excellent to poor.
- The total numerical scores are computed and final conclusions are derived. Advantages – Adaptability, easy to use, low cost, every type of job can be evaluated, large number of employees covered, no formal training required. Disadvantages – Rater’s biases



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Punch Press Operator:					
1. Checks press for loose dies or other parts.	Almost never				Almost always
	5	4	3	2	1
2. Cleans all machine parts with proper solvents.	Almost never				Almost always
	5	4	3	2	1
3. Leaves machines when not using them.	Almost never				Almost always
	5	4	3	2	1
4. Wears all safety equipment and clothing.	Almost never				Almost always
	5	4	3	2	1
5. Feeds machine so as to prevent jamming or other malfunctioning.	Almost never				Almost always
	5	4	3	2	1

2. Checklist:

- Under this method, checklist of statements of traits of employee in the form of Yes or No based questions is prepared.
- Here the rater only does the reporting or checking and HR department does the actual evaluation.
- Advantages – economy, ease of administration, limited training required, standardization. Disadvantages – Raters biases, use of improper weights by HR, does not allow rater to give relative ratings

Checklist Method		
Criteria	Yes	No
Is the employee really interested in the task assigned?		
1 Is he respected by his colleagues (co-workers)		
2 Does he give respect to his superiors?		
3 Does he follow instructions properly?		
4 Does he make mistakes frequently?		



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3. Forced Choice Method:

- The series of statements arranged in the blocks of two or more are given and the rater indicates which statement is true or false.
- The rater is forced to make a choice. HR department does actual assessment. Advantages – Absence of personal biases because of forced choice. Disadvantages – Statements may be wrongly framed.

FORCED CHOICE METHOD

Criteria	Rating	
	Most	Least
1. Regularity on the job		
• Always regular		
• Inform in advance for delay		
• Never regular		
• Remain absent		
• Neither regular nor irregular		



4. Forced Distribution Method:

- here employees are clustered around a high point on a rating scale. Rater is compelled to distribute the employees on all points on the scale.
- It is assumed that the performance is conformed to normal distribution. Advantages – Eliminates Disadvantages – Assumption of normal distribution, unrealistic, errors of central tendency.



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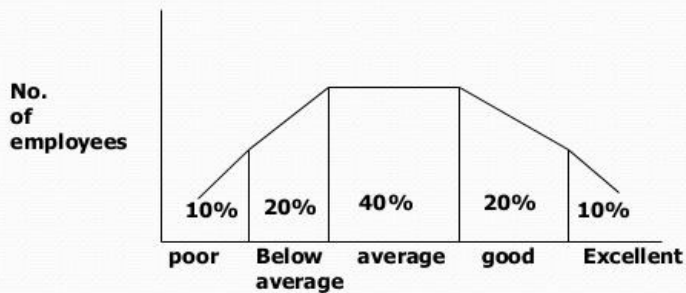
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Forced Distribution method

Example.



Force distribution curve

5. Critical Incidents Method:

- The approach is focused on certain critical behaviors of employee that makes all the difference in the performance.
- Supervisors as and when they occur record such incidents.
- Advantages – Evaluations are based on actual job behaviors, ratings are supported by descriptions, feedback is easy, reduces recency biases, chances of subordinate improvement are high.
- Disadvantages – Negative incidents can be prioritized, forgetting incidents, overly close supervision; feedback may be too much and may appear to be punishment.

CRITICAL INCIDENT METHOD

Ex: A fire, sudden breakdown, accident

Workers	Reaction	scale
A	Informed the supervisor immediately	5
B	Become anxious on loss of output	4
C	Tried to repair the machine	3
D	Complained for poor maintenance	2
E	Was happy to forced test	1





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6. Behaviorally Anchored Rating Scales:

- statements of effective and ineffective behaviors determine the points. They are said to be behaviorally anchored.
- The rater is supposed to say, which behavior describes the employee performance.
- Advantages – helps overcome rating errors. Disadvantages – Suffers from distortions inherent in most rating techniques.

BEHAVIORAL ANCHORED RATING SCALES		
Performance	Points	Behavior
Extremely good	7	Can expect trainee to make valuable suggestions for increased sales and to have positive relationships with customers all over the country.
Good	6	Can expect to initiate creative ideas for improved sales.
Above average	5	Can expect to keep in touch with the customers throughout the year.
Average	4	Can manage, with difficulty, to deliver the goods in time.
Below average	3	Can expect to unload the trucks when asked by the supervisor.
Poor	2	Can expect to inform only a part of the customers.
Extremely poor	1	Can expect to take extended coffee breaks & roam around purposelessly.

7. Field Review Method:

- This is an appraisal done by someone outside employees' own department usually from corporate or HR department.
- Advantages – Useful for managerial level promotions, when comparable information is needed, Disadvantages – Outsider is generally not familiar with employees work environment, Observation of actual behaviors not possible.



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FIELD REVIEW METHOD

Performance Dimension	subordinate	peers	superior	customer
Leadership	^			^
Communication	^	^		
Interpersonal skills	^	^		
Decision making		^	^	^
Technical skills		^	^	^
Motivation		^	^	^

8. Performance Tests & Observations:

- This is based on the test of knowledge or skills. The tests may be written or an actual presentation of skills.
- Tests must be reliable and validated to be useful.
- Advantage – Tests may be apt to measure potential more than actual performance.
- Disadvantages – Tests may suffer if costs of test development or administration are high.

9. Confidential Records:

- Mostly used by government departments, however its application in industry is not ruled out.
- Here the report is given in the form of Annual Confidentiality Report (ACR) and may record ratings with respect to following items; attendance, self expression, team work, leadership, initiative, technical ability, reasoning ability, originality and resourcefulness etc.
- The system is highly secretive and confidential. Feedback to the assessee is given only in case of an adverse entry. Disadvantage is that it is highly subjective and ratings can be manipulated because the evaluations are linked to HR actions like promotions etc.



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Example:

Employee name _____ Dept _____
Rater's name _____ Date _____

	Exc.	Good	Acceptable	Fair	Poor
	5	4	3	2	1
• Dependability					
• Initiative					
• Overall output					
• Attendance					
• Attitude					
• Cooperation					
Total score					

9. Essay Method:

- In this method the rater writes down the employee description in detail within a number of broad categories like, overall impression of performance, promote ability of employee, existing capabilities and qualifications of performing jobs, strengths and weaknesses and training needs of the employee.
- Advantage – It is extremely useful in filling information gaps about the employees that often occur in a better-structured checklist.
- Disadvantages – It is highly dependent upon the writing skills of rater and most of them are not good writers. They may get confused success depends on the memory power of raters.

10. Cost Accounting Method:

- Here performance is evaluated from the monetary returns yields to his or her organization.



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- Cost to keep employee, and benefit the organization derives is ascertained. Hence it is more dependent upon cost and benefit analysis.

11.Comparative Evaluation Method (Ranking & Paired Comparisons):

- These are collection of different methods that compare performance with that of other co-workers.
- The usual techniques used may be ranking methods and paired comparison method.

The Paired Comparison Method

FOR THE TRAIT "QUALITY OF WORK"						FOR THE TRAIT "CREATIVITY"					
Employee Rated:						Employee Rated:					
As Compared to:	A Art	B Maria	C Chuck	D Diane	E José	As Compared to:	A Art	B Maria	C Chuck	D Diane	E José
A Art		+	+	-	-	A Art		-	-	-	-
B Maria	-		-	-	-	B Maria	+		-	+	+
C Chuck	-	+		+	-	C Chuck	+	+		-	+
D Diane	+	+	-		+	D Diane	+	-	+		-
E José	+	+	+	-		E José	+	-	-	+	

↑
↑
 Marta Ranks Highest Here Art Ranks Highest Here

Note: + means "better than." – means "worse than." For each chart, add up the number of +'s in each column to get the highest-ranked employee.



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Importance of performance appraisal

1. Performance appraisal helps supervisors to assess the work performance of their subordinates.
2. Performance appraisal helps to assess the training and development needs of employees.
3. Performance appraisal provides grounds for employees to correct their mistakes, and it also provides proper guidance and criticism for employee's development.
4. Performance appraisal provides reward for better performance.
5. Performance appraisal helps to improve the communication system of the organization
6. Performance appraisal evaluates whether human resource programs being implemented in the organization have been effective.
7. Performance appraisal helps to prepare pay structure for each employee working in the organization.
8. Performance appraisal helps to review the potentiality of employees so that their future capability is anticipated.



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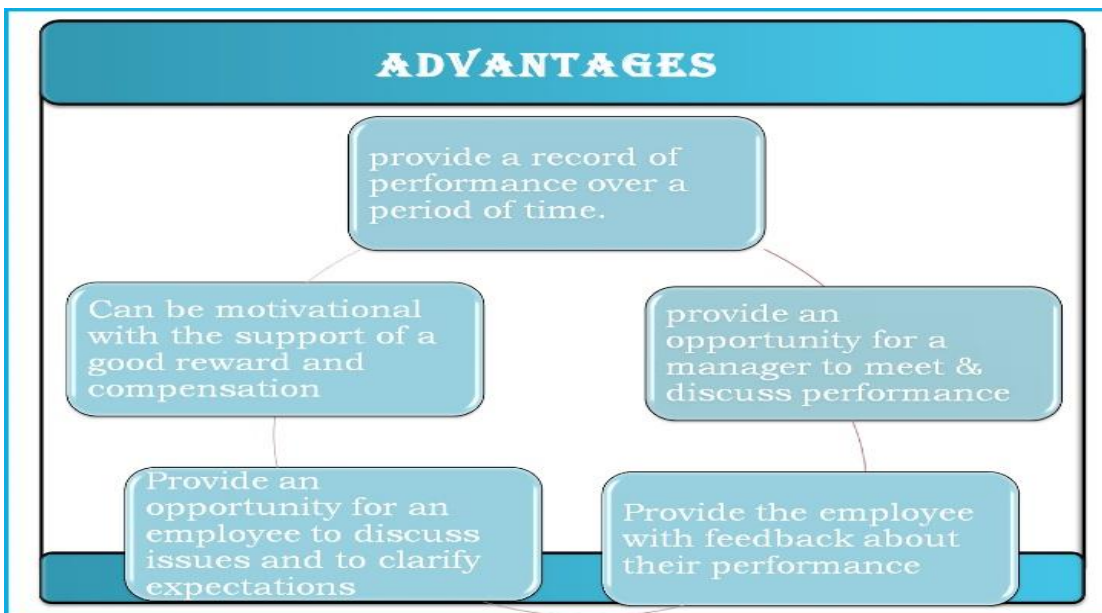
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Advantages and disadvantages of performance appraisal

Advantages of Performance Appraisal



1. Promotion:

- Performance Appraisal helps the supervisors to chalk out the promotion programmes for efficient employees.
- In this regards, inefficient workers can be dismissed or demoted in case.

2. Compensation:

- Performance Appraisal helps in chalking out compensation packages for employees.
- Merit rating is possible through performance appraisal. Performance Appraisal tries to give worth to a performance.
- Compensation packages which includes bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal.
- The criteria should be merit rather than seniority.

3. Employees Development:

- The systematic procedure of performance appraisal helps the supervisors to frame training policies and programmes.
- It helps to analyse strengths and weaknesses of employees so that new jobs can be designed for efficient employees.



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- It also helps in framing future development programmes.

4. Selection Validation:

- Performance Appraisal helps the supervisors to understand the validity and importance of the selection procedure.
- The supervisors come to know the validity and thereby the strengths and weaknesses of selection procedure.
- Future changes in selection methods can be made in this regard.

5. Communication:

For an organization, effective communication between employees and employers is very important. Through performance appraisal, communication can be sought for in the following ways:

- Through performance appraisal, the employers can understand and accept skills of subordinates.
- The subordinates can also understand and create a trust and confidence in superiors.
- It also helps in maintaining cordial and congenial labour management relationship.
- It develops the spirit of work and boosts the morale of employees.

6. Motivation:

- Performance appraisal serves as a motivation tool.
- Through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved.
- This very well motivates a person for better job and helps him to improve his performance in the future.



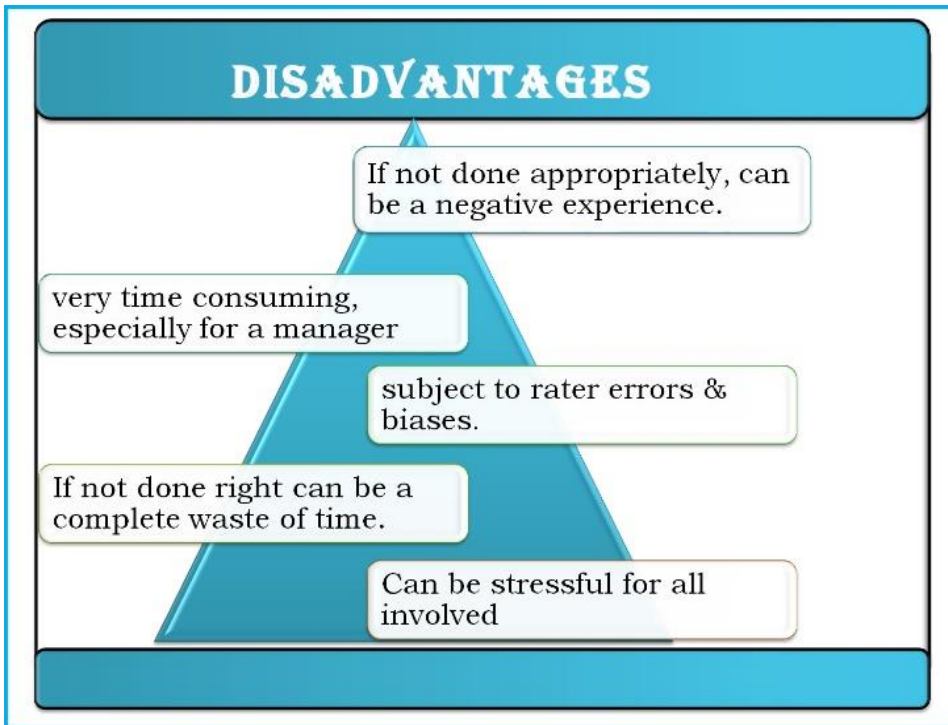
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Disadvantages of Performance Appraisal



- 1. The Halo effect:** Halo effect is defined as the ‘influence of a rater’s general impression on ratings of specific rate qualities’. It tends to occur when an evaluation rates an employee high on all jobs criteria, even if he has performed well only in one area.
- 2. Contrast error:** The rating is always based on performance standards. The contrast error occurs when employee is rated without taking into account the performance standard. This can also occur if a rater compares an employee’s present performance with their past performance.
- 3. Rater bias:** The rater’s prejudices and biasness can also influence rating. For example, a supervisor can underrate an employee based on race, sex, religion, appearance and favouritism.
- 4. Central tendency error:** When the supervisor rates all the employees within a narrow range, thinking all employees are of average level, this type of error occurs.
- 5. Leniency or severity:** Performance appraisal demands that the rater should objectively draw a conclusion about employee’s performance.



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6. Sampling error: If the rater uses a very small sample of the employee’s work, it may be subject to sampling error.

7. Primary and regency errors: Behaviour of an employee at the initial stage of rating and at the end of appraisal can affect the rating. For example, a salesman’s performance may be very low for some part of the year.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	It is the assessment of individual’s performance in a systematic way.	Performance Appraisal
2	It is a developmental tool used for all round development of the employee and the organization.	Performance Appraisal
3	The _____ is measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility and health.	Performance of employee
4	In this method _____ consists of several numerical scales representing job related performance criterions such as dependability, initiative, output, attendance, attitude etc.	Rating Scale
5	Under this method, checklist of statements of traits of employee in the form of Yes or No based questions is prepared.	Checklist method
6	Here performance is evaluated from the monetary returns yields to his or her organization. Cost to keep employee, and benefit the organization derives is ascertained.	Cost accounting method
10	In this method the rater writes down the employee description in detail within a number of broad categories.	Essay method
11	This is based on the test of knowledge or skills. The tests may be written or an actual presentation	Performance tests & observations



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	of skills. Tests must be reliable and validated to be useful.	
12	In this method, an appraisal done by someone outside employees' own department usually from corporate or HR department.	Field review method
13	In this method of PA, statements of effective and ineffective behaviors determine the points. The rater is supposed to say, which behavior describes the employee performance.	BARS method
14	Here in this method, employees are clustered around a high point on a rating scale. Rater is compelled to distribute the employees on all points on the scale.	Forced distribution method
15	Which are advantages of performance appraisal.	<ul style="list-style-type: none"> • Promotion • Employee development • Motivation • communication
16	Which are limitation of performance appraisal??	<ul style="list-style-type: none"> • The halo effects • Rater basis • Sampling error



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UNIT - 4 TRAINING

Meaning and importance of training

Introduction:

- Training is an organized activity for increasing the knowledge and skills of people for a definite purpose.
- It involves systematic procedures for transferring technical know-how to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency.
- In other words, the trainees acquire technical knowledge, skills and problem solving ability by undergoing the training programme.
- According to Edwin B. Flippo, —Training is the act of increasing the knowledge and skills of an employee for doing a particular jobl.
- Training involves the development of skills that are usually necessary to perform a specific job.
- Its purpose is to achieve a change in the behavior of those trained and to enable them to do; their jobs better.
- Training makes newly appointed workers fully productive in the minimum of time. Training is equally necessary for the old employees whenever new machines and equipment are introduced and/or there is a change in the techniques of doing the things.
- In fact, training is a continuous process.
- It does not stop anywhere. The managers are continuously engaged in training their subordinates.
- They should ensure that any training programme should attempt to bring about positive Changes in the (i) Knowledge, (ii) skills, and (iii) attitudes of the workers. The purpose of training is to bring about improvement in the performance of work.
- It includes the learning of such techniques as are required for the better performance of definite tasks.

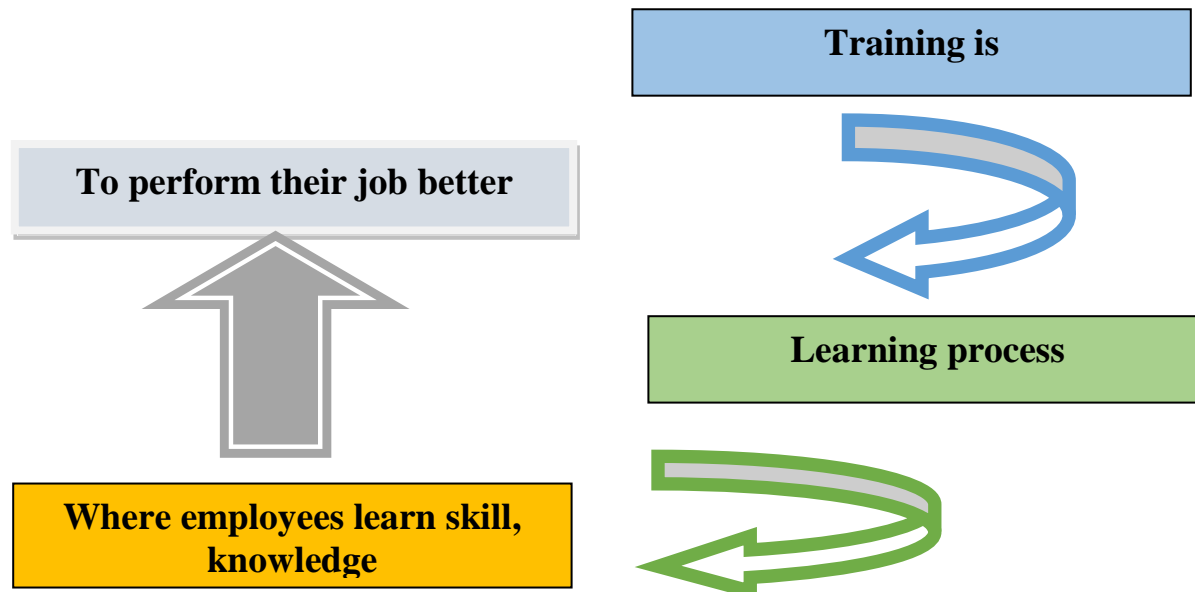


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Importance of training

1. Increasing Productivity :

- Instruction can help employees increase their level of performance on their present job assignment.
- Increased human performance often directly leads to increased operational productivity and increased company profit.
- Again, increased performance and productivity, because of training, are most evident on the part of new employees who are not yet fully aware of the most efficient and effective ways of performing their jobs.

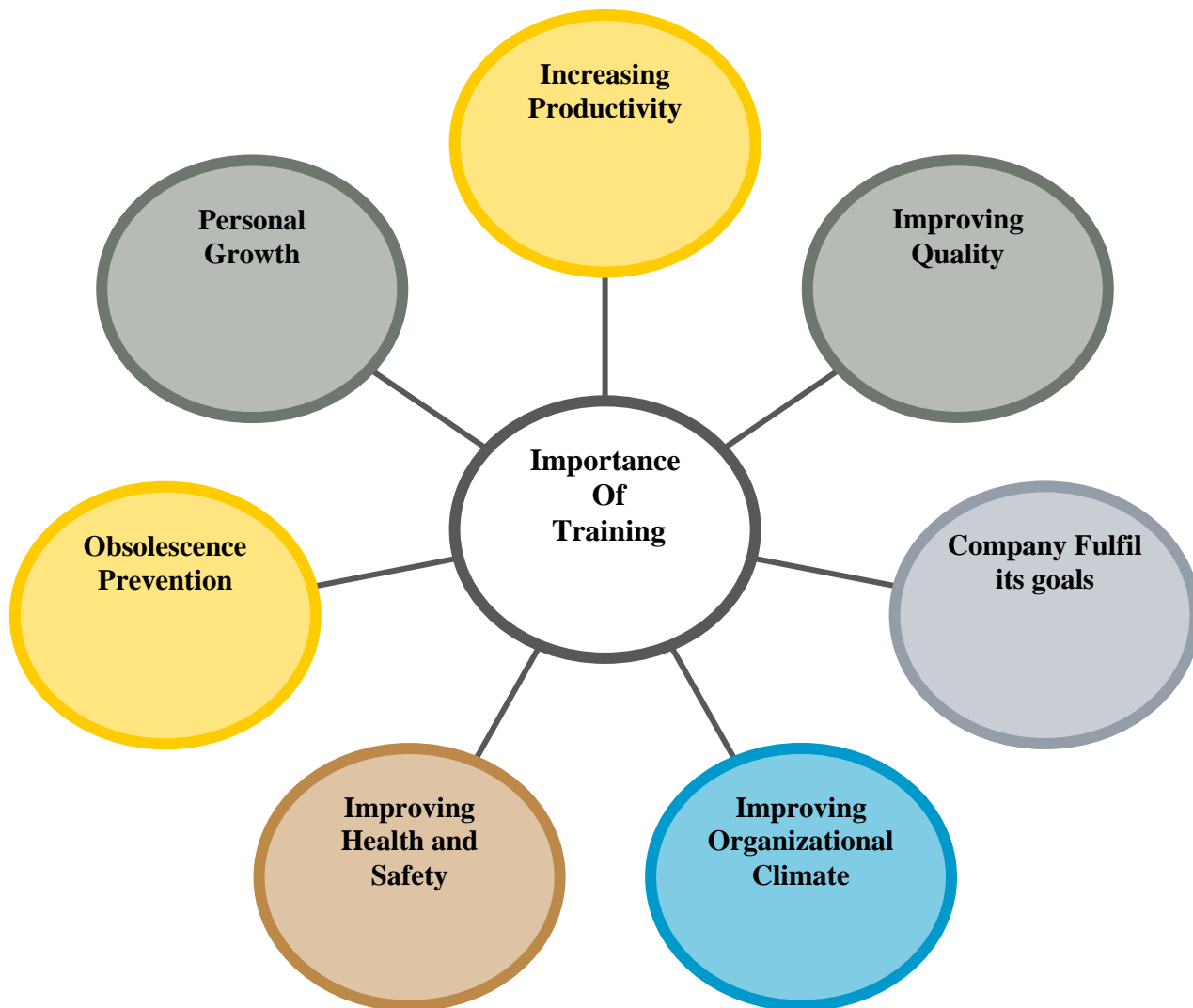


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2. Improving Quality :

- Better informed workers are less likely to make operational mistakes.
- Quality increases may be in relationship to a company product or service, or in reference to the intangible organisational employment atmosphere.

3. Helping a Company Fulfil its Future Personnel Needs :



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- Organisations that have a good internal educational programme will have to make less drastic manpower changes and adjustments in the event of sudden personnel alternations.
- When the need arises, organisational vacancies can more easily be staffed from internal sources if a company initiates and maintains an adequate instructional programme for both its non-supervisory and managerial employees.

4. Improving Organisational Climate :

- An endless chain of positive reactions results from a well-planned training programme. Production and product quality may improve; financial incentives may then be increased, internal promotions become stressed, less supervisory pressures ensue and base pay rate increases result.
- Increased morale may be due to many factors, but one of the most important of these is the current state of an organization's educational endeavour.

5. Improving Health and Safety:

- Proper training can help prevent industrial accidents. A safer work environment leads to more stable mental attitudes on the part of employees.
- Managerial mental state would also improve if supervisors now that they can better themselves through company-designed development programmes.

6. Obsolescence Prevention :

- Training and development programs foster the initiative and creativity of employees and help to prevent manpower obsolescence, which may be due to age, temperament or motivation, or the inability of a person to adapt himself to technological changes.

7. Personal Growth :

- Employees on a personal basis gain individually from their exposure to educational experiences.
- Again, —Management development programs seem to give participants a wider awareness, an enlarged skin, an enlightened altruistic philosophy, and make enhanced personal growth possible.
- It may be observed that the need for training arises from more than one reason:



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- An increased use of technology in production;
- Labour turnover arising from normal separations due to death or physical incapacity, from accidents, disease, superannuation, voluntary retirement, promotion within the organisation and change of occupation or job.
- Need for additional hands to cope with an increased production of goods and services;
- Employment of inexperienced, new or badli labour requires detailed instruction for an effective performance of a job;
- Old employee need refresher training to enable them to keep abreast of the changing methods, techniques, and use of sophisticated tools and equipment;
- Need for enabling employees to do the work in a more effective way, to reduce learning time, reduce supervision time reduce waste and spoilage of raw material and produce quality goods, and develop their potential.
- Need for reducing grievances and minimizing accident rates; (viii) Need for maintaining the validity of an organisation a whole and raising the moral of its employees.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	_____ is an organized activity for increasing the knowledge and skills of people for a definite purpose.	Training
2	It involves systematic procedures for transferring technical know-how to the employees so as to increase their knowledge and skills for doing specific jobs.	Training
3	Training is the act of increasing the knowledge and skills of an employee for doing a particular job- definition given by whom??	Edwin B. Flippo
4	It is a learning process where employees learn their skill, knowledge to perform their job better.	training
5	Training is important for _____	Existing as well as new employees both
6	Training gives benefit to whom??	Employee it self & to company both



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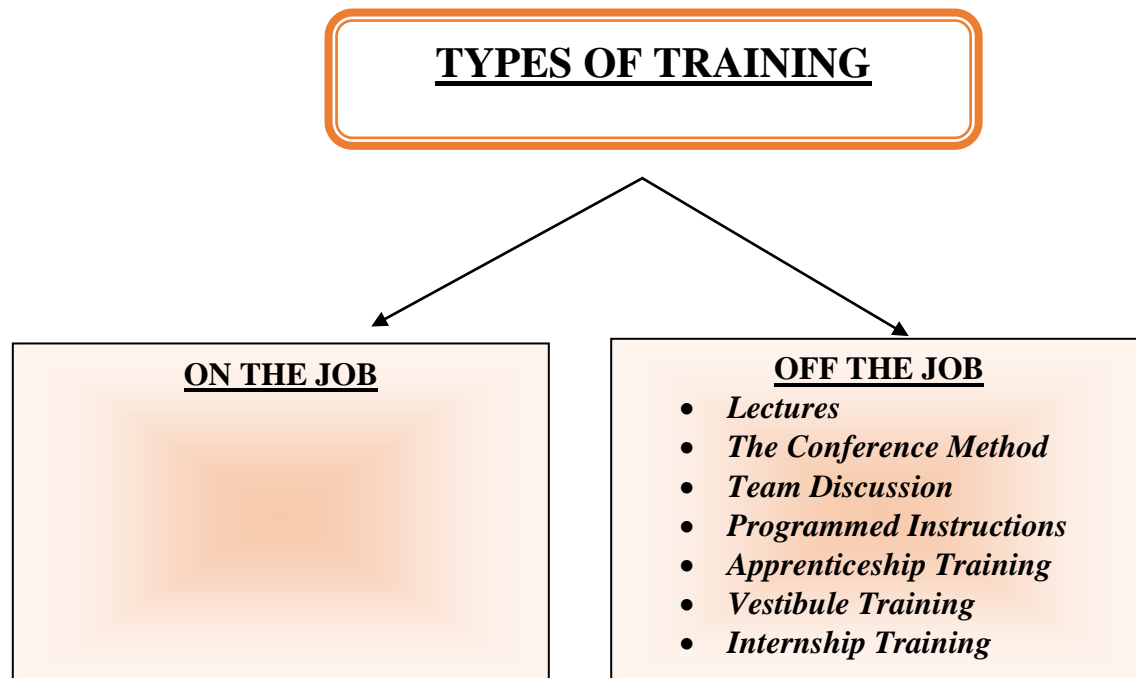
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7	Training makes newly appointed workers fully	productive in the minimum of time
8	Which points indicates the importance of training?	<ul style="list-style-type: none">• Increase productivity• Improve quality• Personal growth• Helps company to fulfill goals

Methods of training to employees

Introduction





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(1) On The Job Training:

- Under this method an employee is instructed by some experienced employee, who may be a special instructor or supervisor.
- The success of this type of training mainly depends on the trainer. Usually training in crafts, trades, technical areas etc., is given by keeping the unskilled or semi-skilled worker under the guidance of skilled workers.
- The increasing labour costs in industry have made it essential that even a simplest job should be carried out in the most economical manner. Therefore, training in improved methods can be given to the new employees.
- On the job training may be in the form of coaching, job rotation and special assignments.
- Under coaching method, the employee is trained by his immediate supervisor. Such training is generally provided to managerial personnel.

Advantages:

- (1) The workers learn the job in actual conditions rather than the artificial conditions. It motivates employees to learn.
- (2) It is less expensive and consumes less time.
- (3) The training is under the supervision of supervisors who take keen interest in the training programme.
- (4) The production does not suffer under this method.
- (5) The trainee learns rules and regulations while learning the job.
- (6) It takes less time as skill can be acquired in a short period.

Limitations:

- (i) The training is highly disorganized and haphazard.



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(ii) The supervisor may not be in a position to devote time and hence faulty training may take place.

(iii) The experienced trainers may not be available.

(iv) There is a lack of motivation on the part of the trainee to receive training.

(2) Off-The-Job-Training:

- Under this method, a trainee has to leave his place of work and devote his entire time for training purposes.
- He does not contribute anything towards production during training. This type of training may be arranged in the enterprise or may be acquired from specialised institutes imparting such training.
- Generally, large enterprises may have separate training institutes or departments but small concerns cannot bear such casts. The enterprises like Hindustan Lever, TISCO, ITC, Larsen and Tubro, State Trading Corporation, Steel Authority of India, Vardhman Textiles and have their own training institutes.

The Methods Employed for off-The-Training are Explained Below:

(I)Lectures or Class Room Method:

- In lecture method one person explains different aspects of a programme.
- The technical or special information can be given in a simple way through lecture system.
- The audio-visual aids can be used to make the lecture simple and interesting to the trainees. This method is advantageous when a large number of trainees are to be trained at a time.

(ii) The Conference Method:

- A conference is a formal meeting conducted in accordance with an organised plan, in which the organisers seek to develop knowledge and understanding by obtaining considerable participation of trainees.
- A subject matter is deliberated by the participants. The trainees explain the facts, principles or concepts and discussion takes place.



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- The trainees pool their knowledge and try to find solution to the problem or develop new ideas as per the inference of the discussion.
- This method is suitable for analysing problems and issues and examining them from different viewpoints.
- It is sound method for the development of conceptual knowledge and finding solutions to specific problems.



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(iii) Seminar or Team Discussion:

- In seminar method the trainees may be asked to write papers on specific topics. The papers are read in the seminar and then a critical discussion is held where all the trainees participate.
- The chairman of the session will sum up the views expressed by various participants. The trainees pressers in the seminar listen to views expressed in papers and the discussion held later am clear their doubts, if any.
- Another method used in the seminar may be to distribute the material to the trainees in advance and then they come prepared for the discussion on the topic circulated. The seminar method of training helps the trainees in listening to various view points and clearing their doubts, if any.

(iv) Programmed Instructions:

- In this method, knowledge is imparted with the use of a text book or a teaching machine.
- It involves breaking information down into meaningful units and then arranging these in a proper way to form a logical ant sequential learning programme or packages.
- The programme involves presentation questions, factors or problems to the trainee and the trainer receives feedback or the basis of the accuracy of his answers.

(3) Apprenticeship Training:

- In many industries such as metal, printing and building construction, etc., this method of training is widely in use.
- The apprenticeship training may go on for four to five years. The worker is usually absorbed by the concerned industry after training period is over.
- They get practical knowledge while working on the job and theoretical knowledge in the class room lecture. The workers get some stipend during their training period.
- It is the oldest and traditional method of training in crafts, trades and technical areas. The standards fixed in apprentice training are rigid.



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- The mechanical apprentice programme in an organisation, for example, may take four years. Progress reports are periodically submitted.
- Like other employees, an apprentice is also entitled to bonus, vacation and other facilities.

Advantages:

- (a) Trainees receive some stipend during training.
- (b) The trainees get valuable skill which carries good demand in the market.
- (c) From employer's point of view, it is cheap source of labour and in addition a skilled work force is maintained.
- (d) It reduces labour cost and production cost as rate of labour turnover is very low.
- (e) The loyalty of the employees is ensured.

Limitations:

1. The training period is very long and the trainee requires regular supervision which may not be possible in a large scale concern.
2. Rigid standards make this method unsatisfactory.
3. If a worker fails to learn after long period of training he may not be absorbed. This may create labour problem for the firm.
4. It is an expensive method.

(4) Vestibule Training (Training Centre Training):

- Vestibule means a passage or room between the outer door and the interior of a building, in order to reach the inner of a house, one must pass from vestibule.
- Under vestibule training, workers are trained on special machines in a separate location i.e., classrooms.



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- The vestibule school is run by the Personnel Department. Training is given in artificial conditions which are just like the real conditions. The theoretical training is given in the classroom.
- The supervisor is relieved of training the new employees. He can concentrate on his other important assignments such as quality and quantity of output. This method is followed when the number of persons to be trained is very large.
- It is often used to train machine operators, computer operators, typists etc. It is a useful when theoretical concepts are to be taught along with the problem solving abilities.

Advantages:

- (a) The trainer is a specialist and possesses specialisation in training,
- (b) Since the training is given off the job, trainees can concentrate on learning.
- (c) The instructor can give individual attention as he has no other work assigned to him.
- (d) The employee learns the job in a short time.

Disadvantages:

However this method suffers from certain limitations explained below:

- (a) Training is given under artificial conditions; hence the worker may not be in position to adjust on the machines when he is put on the actual job.
- (b) It is expensive method as duplicate equipment is required. Small concerns cannot afford this type of training method.
- (c) If demand for workers is uneven, vestibule school may remain unused for a considerable time.
- (d) Splitting of responsibilities may lead to organizational problems.



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(5) Internship Training:

- In this method of training students get practical training while they study. A proper liaison is established between the technical institutions and business houses where students are sent during their vacations.
- Thus, there is a balance between theory and practice and students get practical Knowledge while studying.

The chief drawbacks of this method are:

- (a) It can be used for training only of skilled and technical workers.
- (b) The time taken is usually long.

(6) Learner Training:

- Learners are those persons who are selected for semi-skilled jobs and lack even the basic knowledge of industrial engineering.
- These learners are first given education in vocational schools where they get knowledge of arithmetic, workshop mathematics and learn the operation of machines. They can be assigned regular jobs after training.

Supervisory Training:

- The supervisor occupies an important place in the chain of administration. He provides a link between the employer and employees.
- Supervisor gets results by co-ordinating the activities of various people. Supervisors are usually appointed from outside rather than from within.
- Generally, workers are illiterate and are not eligible for promotion. Hence, the training for supervisors has to be at the root level in order to give them training in practical work.
- In addition, training should also be given in the specific knowledge of the operations involved in the allied departments and objectives of the company.
- The individual chosen should exhibit that he has the special capabilities to—(i) lead (and not just drive); (ii) maintain firm, but friendly relationships with subordinates; and (iii) communicate promptly with upper levels of management. Both internal as well as external courses may be used for supervisory training. While internal courses explain the



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procedures with which the supervisor will be concerned besides involving him to various levels of participation and imparting him training in management techniques. External courses in management techniques at supervisory levels are provided by educational institutions and private professional bodies.

Supervisory training should deal with matters such as:

- (i) Organisation and control of production, maintenance and material handling at the departmental level.
- (ii) Planning, allocation and control of work and personnel.
- (iii) Planning his own work and allocation of time to his varied responsibilities.
- (iv) Effect of industrial legislation at the department level.
- (v) Impact of methods study, time study, job evaluation and the supervisors' responsibility and functions in connection there with.
- (vi) Cost factors and cost control.
- (vii) Accident prevention.
- (viii) Training of subordinates.
- (ix) Communication, effective instructing and report writing.
- (x) Handling human problems.
- (xi) Leadership.

In America, a large number of supervisors were given training under the Training within Industry Programme (TWI) during Second World War.

In India, TWI was introduced in large companies employing thousands of workers both in the public and private sectors.

The Training Programme is bifurcated as Follow:



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- (a) Methods of giving instructions to workers known as Job Instructions Training (JIT).
- (b) Training in Job Methods (JMT).
- (c) Training for keeping good industrial relations viz, Job Relation Training (JRT).
- (d) Training in the methods of developing new plans known as Programme Development Training (PDT).

However, it would be wrong to assume that TWI can solve all problems of supervisory training.

Foremen’s Training:

- For training foremen, an institute was established in Bangalore in 1971.
- It trains existing and potential shop foremen and supervisors in theoretical and managerial skills and workers from industry in advanced technical skills.
- The facilities generated at this institute are being made available through the Central Training Institute, Bombay. A part time evening course has also been introduced on the modular system at the Foremen Training Institute, Bangalore.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	How many types of training are there?	2
2	Name of types of training given to employees.	<ul style="list-style-type: none"> • On the job training • Off the job training
3	Generally in this type of training, the employee get the opportunity of earning while learning.	On the job training
4	In this method, first of all the trainee is given training then after he/she is placed on actual department.	Off the job training
5	In _____ method one person explains different aspects of a programme. The technical or special information can be given in a simple way through lecture system.	Lecture method



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6	In this method, the trainees explain the facts, principles or concepts and discussion takes place. & pool their knowledge and try to find solution to the problem.	The conference method
7	In _____ method the trainees may be asked to write papers on specific topics. The papers are read in the seminar and then a critical discussion is held where all the trainees participate.	Seminar method
8	In this method, knowledge is imparted with the use of a text book or a teaching machine.	Programmed instruction
9	In this method, the workers get some stipend during their training period. It is the oldest and traditional method of training in crafts, trades and technical areas.	Apprentice Training
10	In this type, Training is given in artificial conditions which are just like the real conditions.	Vestibule training
11	In this method of training students get practical training while they study & this training mainly important for students.	Internship training

“Training is expensive but its absence is more expensive”- Explain the statement.

The advantages of training are numerous. The major ones are as follows.

- A trained worker gives unproved performance. It results into an increase both in the quantity and quality of the output. It also adds to the earnings of the workers, because of increase in production.
- Training leads to an increase in the skill and efficiency if the workers.it helps them up develop their potential capabilities.
- Trained workers handle machines and equipment much more carefully. The result is that machines and equipments are carefully utilized, maintenance costs are reduced, the working life of machines and equipments lengthened and the net profit increases.
- Trained workers feel that they are properly cared for and the employer is sincere to them. They get job satisfaction loyal to the organization.



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- A trained worker shows a high degree of self-discipline and self-supervision, this reduces supervision costs.
- Trained workers can take necessary precautions to avoid accidents.
- Training helps in locating talents and giving them scope for further development through quick promotion.
- It includes in the minds of the workers a feeling of security and job –satisfaction.
- Due to job satisfaction and a sense of achievement, employees do not think of leaving the organization.
- In case a vacancy arises, it is possible to fill it up, because a trained employee is already available.
- If on the contrary, workers are not trained in the correct methods of work, a number, of evil consequences arise.
- For example, how quality and quantity of output, low morale of the workers a feeling of dissatisfaction among them and a high percentage of labour turnover etc. may follow.
- Hence it is serious mistake on the part of management if them think that they can save money by not providing training to workers.
- The disadvantages of not providing training to workers will out weight the cost of training, it can rightly be said, “Training is expensive but its absence is more expensive”.

1 Word Question Answer

SR NO.	QUESTION	ANSWER
1	“Training is _____ but its absence is more expensive”-	expensive
2	“Training is expensive but its absence is more expensive”- this statement indicates what?	Advantages / importance of training
3	Which are advantages of training? Given any four.	<ul style="list-style-type: none"> • Desired result • Job satisfaction • Skill & efficiency is increased • Scope for further development



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Disadvantages/Limitations of Training:

1. Waste of time and money:

- There is surely a waste of valuable resources, as the organization needs to spend money, time, and hire other people for training.
- They also need to pay wages for both the trainer as well as the employees.

2. Increased stress:

- In order to keep the staffs up to date with the latest trends and knowledgeable in their specific area, training staffs for more number of hours can make them stressed.
- As they are stressed, their job levels may go down too.

3. Too much of theory:

- Training programs for certain departments are too much of theory than application. These kinds of lectures make it tough for employees to learn the subject.
- Thus theoretical lectures make the whole training program boring when it's for a prolonged period.

4. Loss of interest:

- At times of training sessions which lead for long hours, employees are bored and aren't interested in their session.
- Data and information are thus not retained for employees who do not listen. When training programs are conducted continuously with the same data or theory, again and again, the **employees lose interest**.



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5. Leave for the new job:

- When an employee is trained and updated with all the latest knowledge and skills. They are prepared and ready to jump to another organization which offers good perks and salary.

6. Time requirements:

- The other main important disadvantages of employee training are that there may not be enough time for staff training with the daily hectic schedule.
- There are many organizations that dedicate very less time, which may not be helpful in making the employee productive or knowledgeable. With very less time, the trainer usually rushed through the main parts of the job which is to be understood by the employees.

7. Control of training:

- When your responsibility of training for new employees is delegated to some other trainer or employee, then it is mandatory to think about what the employees are learning.
- The trainer may not be a skilled and talented one like you; hence the employees may pick some bad habits and end up with quality less training. This would spoil the complete training. Hence having good control over training is necessary.

Objectives of Training:

- To provide job related knowledge to the workers.
- To impart skills among the workers systematically so that they may learn quickly.
- To bring about change in the attitudes of the workers towards fellow workers, supervisor and the organization.
- To improve the productivity of the workers and the organization.



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- To reduce the number of accidents by providing safety training to the workers,
- To make the workers handle materials, machines and equipment efficiently and thus to check wastage of time and resources.
- To prepare workers for promotion to higher jobs by imparting them advanced skills.

Guiding Suggestions for Effective Training:

- Tell trainees what you're going to cover. Introduce the session with a brief overview of the training subject's main points.
- Tell them the information. In the main portion of the session, explain key points, go over policies, demonstrate procedures, and relate any other information trainees need to know.
- Always explain what trainees are going to see before you show a multimedia portion. This practice creates a better learning environment by guiding trainees to know what to look for and what to remember. Explaining the purpose of the multimedia ensures an effective reception for its information.
- Demonstrate and apply teaching points to create greater understanding and knowledge of the subject.
- Test frequently. Testing is an objective way to determine whether training achieved its goals.
- Involve trainees. For example, ask participants to share their experiences with the training topic.
- Repeat questions before answering them. This practice ensures that all participants know what the question is so they can make sense of the answer.
- Analyze the session as you go. Always be on the lookout for what works best. When you discover a new technique or method that clicks with the group, note it on your training materials so it can be incorporated into the training outline to be used in future sessions.
- Keep your session on track. Start on time and finish on time. Don't hold up class waiting for late arrivers. Run the class according to the schedule and don't get too far off course.
- Take feedback on the training session.



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Write a note on: Training Evaluation

What is Training Evaluation?

- Training evaluation refers to the systematic process of assessing the effectiveness and efficiency of training programs and initiatives. Trainers and human resource professionals use training evaluation to assess if the employee training programs are aligned with the company's goals and objectives.

The Need to Evaluate Training

- Training evaluation basically helps with the discovery of training gaps and opportunities in training employees. It collects information that can help determine improvements on training programs and help trainers decide if certain programs should be discontinued. The training evaluation process is essential to assess training effectiveness, help improve overall work quality and boost employee morale and motivation by engaging them in the development of training programs.

Write a short note on Performance Evaluation.

- Performance evaluation is the process of evaluating how effectively employees are fulfilling their job responsibilities and contributing to the accomplishment of organizational goals.
- To appraise performance effectively, a manager must be aware of the specific expectation for a job, monitor the employee's behavior and results, compare the observed behavior and results to expectations and measure the match between them.
- In most cases, a manager should also provide feedback to employees, a process that can produce strong reactions.
- Performance evaluations are extremely important to an organization, although they may be difficult to conduct. They tell organizations whether their selection methods are right.



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- They demonstrate where **training**, development and **motivational programs** are needed and later help to assess whether these have been effective.
- As a matter of fact, many organizational policies and practices are evaluated, in large part, through their impact on performance.
- Performance evaluations, after all, are the basis on which managers make decisions about compensation, promotion, and dismissal.
- They also use feedback about people’s performance to recognize them for a job well done and motivate them.
- In short, without a good judgment of the employee’s performance, managers find it very difficult to identify and encourage organizational effectiveness.
- It is because formal Performance evaluations are so important that most organizations systematically carry them out.

Discuss on Nature of Training.

- Training is a must in every organization. The alternative to systematic training is training through ‘trial and error’, which is more costly, time-consuming.
- Expenditure on training is not an expense but an investment in human resource development. It yields attractive returns in the form of higher productivity and employee satisfaction.
- Training has become more important these days because of rapid changes in technologies, environment, working ways, and employees’ aspirations from their jobs, and management styles. Further, effective training can result in increased competitiveness of the organization, and greater employee satisfaction and career development.
- Training matches individual’s abilities with job and organizational requirements. It turns new employees into productive insiders, contributing their best efforts towards higher productivity and profitability, quicker organizational growth and change.
- Training involves learning and learning follows a learning curve.



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Write a Note on: Dismissal & Retrenchment

What is Dismissal?

- Dismissal is the act of removing or terminating the job or employment of an employee. Dismissal is when a person working in a company is dismissed from his or her duties. Dismissal is sometimes also termed as firing or sacking of the employee.

What is Retrenchment?

- Retrenchment means termination of service of a workman by the employer by any reason but other than punishment or disciplinary action. In simple words, if an employer discharges or removes any workman or staff member on the ground of surplus labor or staff, but not as a disciplinary action it is called retrenchment.