ASSIGNMENT ON HU-501

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Q.1) What tips do you have for candidates preparing for a virtual interview ? What is best practice for interviewing during the COVID-19 outbreak ?

Ans:- Due to the global COVID-19 pandemic and social distancing measures, many industry are hiring online. Virtual interviews, including telephone interviews,Video conference can be an effective method of assessing a candidate's competencies as they relate to the position for which they are being considered. As a result of the current COVID-19 outbreak, managers are encouraged to follow best practices when scheduling virtual interviews in place of in-person interviews.

- **Interviewing by Phone**
  - ➢ If possible, call the candidate from work phone number.
  - ➢ If teleconferencing with a search committee, remind committee members to mute their lines when not in use to ensure smooth communication. Review helpful tips on hosting a Zoom meeting, including muting and unmuting participants.
- **Interviewing Online via Zoom or Skype**

Best Practices for Virtual Interviews

- ➢ Be mindful that not every candidate will be able to access virtual interview technology and may need to reschedule or determine an alternate method for interviewing.
- ➢ For bargaining unit positions, please consult with your recruiter to talk through these practices to ensure contractual obligations are met and maintained.
- ➢ Test your technology prior to the scheduled interview time.
- ➢ Questions must be the same as what you would have asked in an in-person interview.
- ➢ Keep detailed notes.
- ➢ If you plan to video chat with a candidate, make sure you've allowed them to prepare by letting them know they'll be on camera.
- ➢ Be mindful and accommodating of potential audio and/or video delays.

Q.2) Is Human Resource Management significantly different from Personal Management ? Explain.

Ans:- The main difference between Personnel Management and Human Resource Management lies in their scope and orientation. While the scope of

personnel management is limited and has an inverted approach, wherein workers are viewed as tool. Here the behavior of the worker can be manipulated as per the core competencies of the organization and are replaced when they are worn-out.

On the other hand, human resource management has a wider scope and considers employees as the asset to the organization. It promotes mutuality in terms of goals, responsibility, reward etc. that will help in enhancing the economic performance and high level of human resource development.

Comparison Chart:

Basis for comparison	Personal Management	Human Resource Management
Meaning	The aspect of management that is concerned with the work force and their relationship with the entity is known as Personnel Management.	The branch of management that focuses on the most effective use of the manpower of an entity, to achieve the organizational goals is known as Human Resource Management.
Approach	Traditional	Modern
Treatment of manpower	Machines or Tools.	Asset
Type of function	Routine function	Strategic function
Basis of pay	Job evaluation	Performance evaluation
Management role	Transactional	Transformational
Communication	Indirect	Direct
Labor Management	Collective Bargaining Contracts	Individual Contracts
Initiatives	Piecemeal	Integrated
Management Actions	Procedure	Business needs

Decision Making	Slow	Fast
Job design	Division of labor	Groups/Teams
Focus	Primarily on mundane activities like employee hiring, remunerating, training, and harmony.	Treat manpower of the organization as valued assets, to be valued, used and preserved.

Q.3) How does working in the office vs working in from the home affects Productivity, innovation, culture and engagement ?

Ans:- Flexible work arrangements can improve work-life balance by reducing commute times and increasing the ability to focus. However, they may be diminishing returns for employees beyond a certain point of remote work.

This report, has highlighted the benefits of both office and working from home (WFH), focused on four dimensions, namely productivity, creativity/innovation, corporate culture, branding, and employee engagement.

According to the researchers, these are the four main dynamics will impact the degree to which remote work in a post-COVID-19 world will impact the office sector. Excerpts from the report below:

    I.   **Productivity & output:**

Flexible work arrangements can improve work-life balance by   reducing commute times and increasing the ability to focus. However, they may be diminishing returns for employees beyond a certain point of remote work. A 2007 meta analysis of 46 academic studies of literature suggests that workers see greater autonomy and lower work-life conflict when working up to 2.5 days per week; beyond 2.5 days per week, the researchers found that there were greater harms to relationships with coworkers. However, the results are complex and depend on industry, occupation, job complexity and the degree of remote work.

What this means for employers:

- Distributed work forces offer potential output benefits to employers:
  - ➢ Disruption avoidance
  - ➢ Increased productivity
  - ➢ Improvements in employee work-life balance
  - ➢ Access to talent
- Productivity is difficult to define for knowledge and creative class workers. These are the very employees who both can execute much of their work from anywhere and benefit the most from in-person collaboration / interaction.
- Impacts of remote work on productivity vary greatly depending upon employee personality, role and job complexity.
- Employee choice is a net-positive; working remotely every day is often not.

II. **Innovation & creativity:**

In an interview analysis of managers and employees at four different firms, researchers found remote work to be a double-edged sword when it came to "innovative work behavior". On the positive side, employees noted the ability to focus better when away from hectic workplaces. This suggests that for successful remote work, employees need a distraction-free place in their home, or a productive environment in a "third office" such as a satellite office, co-working location or coffee shop. For some workers, however, a distraction-free home office is not an option. Young workers, for example, are more likely to have WFH challenges due to caregiver responsibilities and inadequate workspace.

What this means for employers:

- An important implication for the future of office demand is that employees and managers are intuitively aware of the benefits and risks of remote working and therefore balance their approach to manage hybrid models of working from the office and from anywhere.
- Getting away from the office periodically has measurable benefits for innovation by creating "head space" for workers and offering new ways — or "fresh eyes"—to look at projects. These gains, however, have not been proven over long-term, permanent virtual work.
- Impromptu collaboration and serendipitous discussions play a key role in creativity and innovation, highlighting the need for office space.

- Remote work is complementary to in-office work, but not a full substitute for most workers as it decreases innovation.
- Ultimately, "the positive effects of remote working on [innovation] can only be fully realized if employees have the freedom to determine the extent to which they engage in it themselves and a balance is maintained between physical and digital communication."

III. **Culture & branding:**

When scholars study remote work, there are no completely applicable studies that examine the direct relationship between remote work and corporate culture. There is, however, literature exploring how remote working and culture are related. The first finding is that culture influences how much organizations can adopt various degrees of remote working. Second, there is a subsequent feedback loop where adoption of remote working begins to influence culture. And finally, managers adopting more remote working in their organization have to think conscientiously about how to build culture with greater degrees of remote work.

What this means for employers:

- Remote working can provide some benefits to culture, but tends to pose more challenges.
  - ➢ Half of employees struggle to connect with their company's culture while working from home during COVID-19.
  - ➢ Even during more normal times, less face-to-face interaction equates to less engagement in the corporate culture, and managers find it more difficult to foster certain values through traditions and customs.
  - ➢ Going fully virtual will eliminate that physical manifestation of their organization in the office, which will make corporate branding more challenging.
- Increased remote working can lead to one or more of the following common outcomes, which vary in their value:

> ➤ Formalization of control: Feeling out of control, organizations increase oversight of the remote workforce and attempt to manage (or even micromanage).
> ➤ Liberalizing: Greater autonomy is given to employees and improved communication leads to faster decision-making and execution.
> ➤ Dilution: The existing culture is slowly weakened as the physical distance of employees makes it more difficult to impart and reinforce shared values, norms and traditions.

- Mentoring and learning opportunities are diminished via remote work without active efforts by the company to replace the consistent interaction, as well as spontaneous interactions that lead to these learning opportunities.
- The degree of autonomy and interaction of employees plays a vital role in whether organizations can continue to maintain a consistent culture. Many organizations are presently being stressed in this regard as they lack the same human interaction that fosters these shared values.

IV. **Employee engagement & satisfaction:**

In a tangible sense, employees benefit from remote working through increased autonomy, decreased commuting time and increased work-life balance. In one study, researchers estimate that remote workers have saved $90 billion in commuting costs during COVID-19 restrictions over the March to August 2020 period. On the other hand, working from home has caused disruption and stress unique to virtual work—for example, not all employees have access to focused offices and share their home with roommates, dependents, partners or spouses. This stress has been felt disproportionately by younger workers since the onset of COVID-19. The demands of remote working from COVID-19 restrictions have indeed shifted capital requirements and costs onto employees—workers must have access to high-speed internet, webcams, high-quality microphones and physical space to conduct work.

What this means for employers:

- There are mixed results from various studies related to the impact of remote work on employee satisfaction or engagement. This points to the

fact that distributed workforce strategy needs to be customized for individual organizations and needs to take into account different types of employees, roles, functions and team structures.

- The future of office demand will be different based upon the autonomy and interpersonal interaction of specific groups of employees because engagement depends on things such as how senior an employee is, the complexity of their tasks, and how much they see their customers, clients and coworkers.

- The negative effects of a distributed workforce on employee satisfaction can be exacerbated by poor management of remote work and workers. Regardless of the strategy—from 100% virtual office to all employees required to be in the office every day—talent management still matters.

Q.4) Does Human resource management and man power planning differ from each other ? How can man power planning be carried on in an organizations ? what factors affect manpower planning ?

Ans:- The terms "manpower planning" and "human resources planning" are often used interchangeably. Both help companies identify future talent needs and plan ahead to make sure that those skills are available in the workforce. The main difference is that, while manpower planning is skills-based, human resources planning focuses on talent management: Assuming that the skills are available in the workforce, how will employers ensure that they'll be able to hire and retain the workers who have those skills?

Here's an example: Let's say an organization might determine that, in 10 years, there will be a greater need for employees who know how to gather, structure, and analyze Big Data. They then try to forecast how many people who will be in the workforce at that time will have those skills. If there's a gap, they work with governments, schools, and private organizations to encourage the development of those skills. That's manpower planning. Human resources planning, on the other hand, would focus on creating a work environment that would be both attractive to and support of those employees.

To sum it up, human resources planning is the how of achieving the goals identified through manpower planning. What does that look like? It depends on a variety of factors, but here are a few possibilities:

- Understanding the priorities of the millennial workforce and constructing HR policies that support those priorities: flextime, remote working, work/ life balance, etc.
- The millennial workforce has an unprecedented level of mobility: Research indicates that today's college graduate will average 12 or more jobs by the time they hit 30. Human resource planning looks at the factors that motivate employees to leave – boredom, lack of a clear purpose, etc. – and implements strategies to counteract those factors. One strategy, for example, could include offering employees the opportunity to explore several different career paths rather than expecting them to settle on one from the moment they're first hired. Another strategy would be to provide context for the work you ask them to do. While previous generations might have been content to perform tasks simply because they were asked to, the next wave of workers wants to know why it matters: how the tasks you're asking them to do fit into the overall big picture.
- Many employers have traditionally held a "you're lucky to be here" attitude toward their employees. Human Resources Planning – making sure you can attract the workers you'll need for future growth – means switching to a mindset of "we're so lucky to have you." Accepting the fact that the ball is in the employee's court is a critical part of attracting and retaining top talent.
- Another key strategy is to adapt the performance review process to emphasize the value each employee is adding and the opportunities for future growth, rather than coaching on areas that need improvement.

Human resources planning and manpower planning have the same goal: ensuring the organization's ability to compete in the future marketplace. They just address different sides of the same problem: making sure the skills you need are available in the workforce, and then shaping your work culture to be attractive to the employees who have those skills.

Man power planning can be carried on in an organizations this way :

i. **Analyzing the current manpower inventory-** Before a manager makes forecast of future manpower, the current manpower status has to be analyses. For this the following things have to be noted-
    - Type of organization
    - Number of departments
    - Number and quantity of such departments
    - Employees in these work units.

Once these factors are registered by a manager, he goes for the future forecasting.

ii. **Making future manpower forecasts-** Once the factors affecting the future manpower forecasts are known, planning can be done for the future manpower requirements in several work units.

   The Manpower forecasting techniques commonly employed by the organizations are as follows:

   a. **Expert Forecasts:** This includes informal decisions, formal expert surveys and Delphi technique.
   b. **Trend Analysis:** Manpower needs can be projected through extrapolation (projecting past trends), indexation (using base year as basis), and statistical analysis (central tendency measure).
   c. **Work Load Analysis:** It is dependent upon the nature of work load in a department, in a branch or in a division.
   d. **Work Force Analysis:** Whenever production and time period has to be analyses, due allowances have to be made for getting net manpower requirements.
   e. **Other methods:** Several Mathematical models, with the aid of computers are used to forecast manpower needs, like budget and planning analysis, regression, new venture analysis.

iii. **Developing employment programs-** Once the current inventory is compared with future forecasts, the employment programs can be framed and developed accordingly, which will include recruitment, selection procedures and placement plans.
iv. **Design training programs-** These will be based upon extent of diversification, expansion plans, development programs,etc. Training

programs depend upon the extent of improvement in technology and advancement to take place. It is also done to improve upon the skills, capabilities, knowledge of the workers.

Factors affecting manpower planning:-

a) Type and Strategy of Organization.
b) Organizational Growth Cycles and Planning.
c) Environmental Uncertainties.
d) Time Horizons.
e) Type and Quality of Information.
f) Labor Market.

Q.5) Write a note on recent Trade Union activities in India.

Ans:- Trade Unionism had made its headway owing to growth of industrialization and capitalism. The Indian trade union movement is now over fifty years old. It has passed through several stages in its career. Periods of frustration and bitter struggle have alternated with occasions of recognition, consolidation, and achievements.

The objective for which formation of trade union takes place in the recognition of law is to spread industrial peace with aim to provide social, economical justice to people at large but this function can only be performed if the members of the trade unions are provided with civil liberty and democratic rights by the society they live in.

Objectives and Need of Trade Union:-

a) Wages and salaries-Wages and salaries and the most important subjects of Trade Unions. In the organized industry, wages and benefits are determined through processes such as collective bargaining, wage boards, conciliation, and adjudication. Working of all these processes deserves systematic inquiry. Union power and objective facts hopefully influence the wage scene through these forums.

b) Working conditions-Another major objective of the Trade Unions is to insure the safety of workers. While working every worker must be provided with basic facilities like. Drinking water, minimum working hours, paid holidays, social security, safety equipments, lights and others.

c) Personnel policies-Any personal policy of the employer with respect to promotion, transfer and training may be challenge by Trade Unions if arbitrary.

d) Discipline-Trade Unions also protect the workers from arbitrary discipline action taken by management against any worker. No worker should be victimized by management in the form of arbitrary transfer or suspension.

e) Welfare-The main objective of the Trade Union is to work for the welfare of the workers. This includes welfare of the family members or children of the worker.

f) Employee and Employer Relations-for an industrial peace there must be harmony between employer and employee. But due to superior power of the management sometimes conflict arises in this situation Trade Union represent the whole group of workers and continue negotiations with management.

g) Negotiating Machinery-Trade Unions may also put proposals before management, as this policy is based on the principle of Give and Trade Unions protect the interest of workers through collective bargaining.

h) Safeguarding Organizational Health and the Interest of the Industry-Trade Unions also help in achieving employee satisfaction. Trade unions also help in better industrial relation by creating procedure to resolve the industrial dispute.

i) Alone workers feel weak. Trade Union provides him a platform to join others to achieve social objectives.

Functions of Trade Unions in India:-

a) Collective Bargaining-Honorable Supreme Court of India has defined Collective bargaining as the technique by which dispute as to conditions of employment is resolved amicably by agreement rather than coercion. In this process negotiations and discussions take place between employer and employee in respect to working conditions. Refusing to bargain collectively is an illegal trade practice. Collective bargaining helps to resolve the issues of workers. Collective Bargaining is the foundation of

the movement and it is in the interest of labor that statutory recognition has been accorded to Trade Union and their capacity to represent workmen.

b) Trade Unions protect the worker from wages hike, provides job security through peaceful measures.

c) Trade Unions also help in providing financial and non-financial aid to the workers during lock out or strike or in medical need.

d) It has also to be borne in mind while making an agreement that the interest of the workers who are not the members of Trade Union are also protected and the workers who are not members of the Trade Union are also protected and the workers are not discriminated.

Growth and Origin of Trade Union in India:-

The first factories Act was passed in the year 1881 by virtue of recommendation of Bombay factory recommendation in the year 1985.The workers of the Bombay textile industry demanded that the working hour should be reduced, weekly holidays and compensation in case of injuries suffered by the workmen. Bombay mills hand association is first union established for workers by N.lokhande in the year 1890.

Several Labor movements started after the outbreak of world war one. The miserable social and economic condition of the people at that time triggered the labour movement. Formation of ILO (international labour organization) leads to formation of trade unions .Ahmadabad labor textile association was formed under the guidance of Mahatma Gandhi principle of non violence.

AITUC (All India Trade Union Congress)

All India trade union congress is formed in the year 1920 for the purpose of selecting the delegates for ILO, first meeting of AITUC was held in Bombay under the president ship of Lala Lajpat Rai in the year 1920 AIRF (All India Railways man Federation) was formed in 1922 , all the union consisting and compromising of railway workmen were made part of it and affiliated to it. AITUC witnessed the split because some members were in support of the war and other were not in support of the war, later group is separated as an organization under the leadership of congress leaders resulted in the

formation of Indian National Trade Union Congress (INTUC) .Socialists also got themselves separated from the AITUC which resulted in the formation of Hind Mazdoor sabha in the year 1948. Therefore the splits and detachment can be observed resulting in creation of separate trade unions.

There were three kinds of unions on the basis of structure it consists of-

   a) Industrial union
   b) Craft union
   c) General union

Crafts union consists and comprises of earning of wage from the single occupation, it includes all the workmen working for single craft even of different industries ,An Industrial union is formed by virtue of actions of industry not because of similar crafts or works, General union consists the workmen of various crafts and industries. In India formation of trade union takes place mainly because of industrial decisions reason of which can be reduced importance of craftsmen after industrialization and availability of large unskilled labour.

The four major organization serving as union for workmen are INTUC, AITUC ,HMS ,UTUC

INTUC

The formation is lead by congress leaders, all the unions affiliated to INTUC should go for arbitration for the dispute once all other remedies are exhausted.

HMS (HIND MAZDOOR SABHA)

It was formed by those who neither became part of AITUC, INTUC in Calcutta in the year 1951 following the socialist principle.[22]

UTUC (United Trade Union Congress)

It was formed in the year 1949 and mainly operated in west Bengal and Kerala. Apart from these four trade unions there are other trade unions working in various industries not affiliated to any central organization. Indian trade unions have now recognized by law and given legal status and becomes the permanent attribute industrial society influencing policy making and decision of employers by virtue of negotiation over interests between workman and employer.

Structure of Unions

The term Ëœestructure of unions alludes to the premise on which unions are structured or organized (i.e. whether they are arranged on the basis of regional or craft or industrial) and to the model whereby the plant unions are linked to regional level or national level federations or unions. These two aspects of the unions will be examined separately.[23]

Trade unions are classified into three categories:

- Craft union
- Industrial unions
- General unions

A craft union can be defined as an association of wage earners engaged in a single occupation. It may cover all workers engaged in a particular craft irrespective of the industries in which they are employed. Thus, electrician or mechanics though working in different industries may form a union of their own.

For example, The International Wood Carvers Association and the Indian Pilots Guild. Industrial Unions are organized on the basis of industry, for example, if the workers of a cotton textile factory decide to form a union of workers of different crafts, the union will be called an industrial union. General unions are not so popular in India and it covers workers employed in different industries and crafts. In India, even though trade unions are largely

organized by industry, craft unions are also emerging here and there. The predominance of industrial unions can be partly due to the conditions not favoring the growth of craft and general unions and partly due to environmental support to industrial unions.

Problem faced by Trade Unions in India:-

The condition of trade unions in India is not very sound and this is mainly because of the fact that trade unions suffer from many problems. A brief account of them is given below:

(A) Uneven Growth: Trade union activities are concentrated in large scale industries and that too in regard of manual labor only and mainly in bigger industrial center, there are hardly any trade union activities in small scale enterprises, domestic and agricultural labour. The degree of unionism varies a lot from industry to industry, thus touching only a portion of the working class in India.

(B) Low Membership: Even though, the number of trade unions has increased considerably in India but this has been followed by the declining membership per union. The average number of members per union was about 3,500 in 1927-28. It reduced to about 1,400 in 1946-47 and again to as low as a figure of 675 in 1985-86 and 659 in 2000-01. This indicates the emergence of small scale trade unions.

(C) Multiplicity of Unions: Another problem faced by the growth of trade unions is that of multiplicity of unions. There may exist many trade unions in the same establishment. The existence of large number of trade unions can be attributed to the fact that The Trade Unions Act, 1926 permits any association of seven workers to be registered as a union, and confers upon it certain rights. Many a time, it is contended that multiplicity of unions is because of outside leaders, but more pertinent point is that they are able to work because law permits and gives sanctity to the small unions.

(D) Inter Union Rivalry: Unions try to play down each other in a bid to gain greater influence among workers. In the process they do more harm than good to the cause of unionism as a whole. Employers are given an opportunity to play unions against each other. They can refuse to bargain on the contention that there is not true representative union. Besides this, the workers own solidarity is lost. Employers are able to take advantage of in fighting between workers groups.

(E) Weak Financial Position: The financial position is very low as their average yearly income is very low and inadequate. The subscription rates are very low due to multiplicity of unions, unions interested in increasing their membership keep the subscription rates very low resulting inadequacy of funds with the unions. Another important reason for the weak financial position of unions is that large amounts of subscription dues remain unpaid by the workers. The name of constant defaulters continuously appears on the registers on most of the unions. They are neither expelled nor cease to be members ipso facto according to the union rules.

(F) Lack of Public Support: The trade unions frequently resort to strike and protest in order to make their demands meet. As a result, inconvenience is caused to public. This is the public support or sympathy is almost negligible.