**Chapter 1 Human Resource Planning**

1. The connotation of human resource planning

The connotation of human resource planning can be broadly or narrowly defined. Generalized human resource planning is the general term for all human resource plans of an enterprise, which is the unity of strategic planning and tactical planning; Narrowly defined human resource planning refers to the process of implementing a company's development strategy, achieving its production and operation goals, predicting the demand and supply of human resources based on changes in the internal and external environment and conditions of the company using scientific methods, formulating appropriate policies and measures, and achieving a balance between the supply and demand of human resources, realizing the rational allocation of human resources, and effectively motivating employees.

1. The role of job analysis

1) Job analysis lays the foundation for recruiting, selecting, and appointing qualified employees.

2) Job position analysis provides a basis for employee evaluation and promotion.

3) Job analysis is a necessary condition for enterprises to improve job design and optimize the working environment.

4) Job analysis is an important prerequisite for developing effective human resource planning and predicting the supply and demand of various talents.

5) Job analysis is the foundation of job evaluation, and job evaluation is an important step in establishing and improving the salary system of enterprise units.

2. Describe the role of enterprise staffing management

1) Reasonable labor quota is the scientific standard for enterprise employment

2) Reasonable staffing is the foundation of enterprise human resource planning

3) Scientific and reasonable staffing is the main basis for the allocation of various employees within the enterprise

4) Advanced and reasonable labor quotas are conducive to improving the quality of the workforce.

3. Briefly describe the principles of staffing for enterprises

1) Staffing must be based on the production and operation goals of the enterprise

2) Staffing must aim for simplification, efficiency, and cost savings

3) The proportional relationship between various personnel needs to be coordinated

4) To achieve the full utilization of talents and the appropriate allocation of personnel

5) To create a favorable environment for implementing staffing standards

6) The staffing standards should be revised in a timely manner

**Chapter 2 Recruitment and Configuration**

Test the document basket? What should be noted in the operation of this testing method?

Document basket testing, also known as document processing, is an effective evaluation method for management personnel that has been tested through years of practice. The test is conducted in a simulated scenario, and each evaluated person is given a set of document compilations (consisting of 15-25 files), including reports from subordinates, request work contact forms, memos, etc. Then, relevant background materials are introduced to the candidate, and the candidate is told that he is currently the incumbent of this position, responsible for fully processing all official documents in the document basket. Finally, the processing results are handed over to the evaluation team, and the evaluation is made based on the candidate's confidence, leadership ability, planning and arrangement ability, decision-making ability, information sensitivity, etc.

Attention should be paid in operation: the difficulty of file processing should vary, the materials should be sufficient, and the file writing should be realistic and accurate.

**Chapter 3 Training and Development**

1. What issues should be noted when analyzing training needs

1) Current situation of trained employees

2) Problems with Trained Employees

3) Expectations and True Thoughts of Trained Employees

4) Summarize training demand opinions and confirm training needs

What content should be clearly stated in the training service agreement terms

1) Applicants participating in the training

2) Training programs and objectives

3) The time, location, cost, and format of attending the training, etc

4) The technical or skill level to be achieved after participating in the training

5) The time and position required to serve in the enterprise after participating in the training

6) Compensation for breach of contract after attending the training

7) Opinions of department managers

8) Effective legal signatures of participants and training approvers

**Chapter 4 Performance Management**

1. Please briefly describe which types of performance interviews can be classified according to specific content

1) Performance plan interview. In the early stage of performance management, there is a face-to-face meeting between superiors and subordinates regarding the goals and content of the performance plan for the current period, as well as the measures, steps, and methods to achieve the goals.

2) Performance guidance interview. In the process of performance management activities, based on the actual performance of subordinates at different stages, supervisors and subordinates work together

A face-to-face discussion on issues related to ideological understanding, work procedures, operational methods, application of new technologies, and training of new skills.

3) Performance evaluation interview. At the end of performance management, the supervisor and subordinates conduct a comprehensive review, summary, and evaluation of the implementation of the current performance plan, as well as their work performance and performance.

4) Performance summary interview. After the completion of this performance management activity, the evaluation results and relevant information will be fed back to the employees themselves, and a face-to-face meeting will be held to create conditions for the next performance management activity.

2. Please briefly describe the basic steps of goal management method.

1) Strategic goal setting. The top leadership of the organization designates the overall strategic plan, clarifies the overall development direction, and proposes medium - and long-term strategic goals and short-term work plans for the enterprise's development.

2) Organizational planning objectives. When the overall direction and goal are determined, decompose the goals, pass them down step by step, and establish the goals that the evaluated person should achieve. These goals usually become the basis and standards for evaluating the evaluated person.

Implement controls. Managers provide objective feedback, monitor the progress of employees in achieving goals, and compare the degree to which employees have achieved their goals.

**Chapter 5 Salary Management**

1. What are the specific steps for calculating the salary and bonus adjustment plan?

1) According to the regulations on employee grading and classification, employees are classified based on their job evaluation results, ability evaluation results, or performance evaluation results;

2) Determine the position salary, ability salary, and bonus for each employee according to the new salary and bonus plan;

3) If an employee's salary level decreases and the original salary level is higher than the adjusted salary plan, according to the relevant provisions of the transitional measures, the principle of maintaining the salary level without decreasing is generally followed, and the salary level is determined according to the adjusted plan.

4) If the employee's salary level has not been reduced, but the adjusted salary level is lower than the original one, the reasons should be analyzed in order to adjust the plan.

5) Collect the problems encountered in the calculation for reference by superiors, in order to improve the adjustment plan.

2. What are the main factors that affect employee compensation levels? Factors affecting employee compensation levels:

1) Labor performance

2) Position or position

3) Comprehensive qualities and skills

4) Working conditions

5) Age and length of service

2.Factors affecting the overall salary level of enterprises:

1) living expenses and price levels

2) the ability of enterprises to pay wages

3) Regional and industry wage levels

4) Supply and demand situation in the labor market

5) Product demand elasticity

6) The Power of Trade Unions

3. The basic steps for developing a corporate compensation management system are:

The basic procedure for formulating a single salary management system:

1) Prepare to indicate the name of the system

2) Clearly define the target and scope of the single item salary formulation

3) Clarify salary payment and calculation standards

Covering all job responsibilities related to salary management

Procedure for formulating job salary or ability salary

1) Based on the proportion of position salary or ability salary in the employee salary structure, determine the total position salary or ability salary according to the total salary

Total salary amount

2) Determine the distribution principle of position salary or ability salary based on the company's strategy and other factors

3) Job analysis and evaluation or ability assessment of employees

4) Determine the number and classification of salary levels based on job evaluation results

5) Salary survey and result analysis

Understand the financial payment capability of the enterprise

6) Determine the midpoint of each salary level based on the company's salary strategy, that is, determine the midpoint of each salary level at all salary standards

Corresponding standards

7) Determine the wage gap between each salary level

8) Determine the salary range for each salary level, that is, each salary level corresponds to multiple salary standards, and the salary range refers to the salary range for each level

9)The range between the highest wage standard and the lowest wage standard is

10) Determine the size of the overlap between wage levels

11）Determine the specific calculation method

The Procedure for Formulating the Bonus System

1) Determine the total bonus amount based on the actual completion of the enterprise's business plan

2) Determine bonus distribution principles based on corporate strategy, corporate culture, etc

3) Determine the recipients and scope of bonus distribution

4) Determine the calculation method for personal bonuses

4. Three criteria for measuring salary system:

1) Employee identification. Reflecting the principle of majority, over 90% of employees can accept it

2) Employee perception. The principle of clear simplification can be explained clearly in one minute

Employee satisfaction. The principle of equivalent exchange, timely payment and realization of employee compensation.

**Chapter 6 Labor Relations Management**

What is a collective contract? What is the difference between collective contracts and labor contracts?

A collective contract is a written agreement signed by representatives of both parties in a collective negotiation based on equal consultation and consensus, in accordance with labor laws and regulations, regarding matters such as labor remuneration, working hours, rest and vacation, labor safety and health, insurance and welfare.