

Assignment 3-06

Ques 1: Define H.R.D and its features

Ans: "Human resource development is the part of human resource management that specially deals with training and development of the employees in the organization."

→ Features of H.R.D

1. H.R.D is a system having several independent components. If the change is made in one component, it leads to the change in others also.
2. H.R.D is a planned process
3. H.R.D is a continuous process
4. H.R.D is a combination of ideas and principles laid down from sociology, psychology and economics.

Ques 2: Describe performance appraisal methods in detail.

Ans: The following are the important methods of performance appraisal:

1. UNSTRUCTURED APPRAISAL METHOD:

This method is simply and highly subjective. It is specially used in government departments and public sector undertakings. In this method, the appraiser notes down in impression about the person being appraised under specific headings like health, behaviour, personality, trait etc.

2. RANKING METHOD: It is a simple method of placing the employees in a rank according to their job performance. All the employees are compared on the same factors and

rated on the overall basis with reference to their job performance. In this method, the best employee gets the first rank and the poorest, the last rank.

3. **FORCED DISTRIBUTION METHOD**: In this method, the appraiser divides the employees being appraised into predetermined ranges of scale. In this method, two or more employees may be given same rating. This method is based on the assumption that employees can be divided into five points scale:

- (i) Outstanding (ii) Above average (iii) Average,
- (iv) below average and (v) Poor. The advantage of this method is that it is easy to understand and implement.

4. **CRITICAL INCIDENT METHOD**: In this method, critical incidents of each employee's behaviour, whether positive or negative, are recorded by the appraiser in a specially designed method notebook for the purpose. Some critical incidents of behaviour are as follows:

- (i) Employee accepts new ideas.
- (ii) Employee suggests an improvement in the work method.
- (iii) Employee become upset on overload.
- (iv) Employee refuses to help other workers.
- (v) Employee resists the change.