**Q.1 Write a short note on Hawthrone studies.**

**Ans.1 *The Hawthorne Studies:*** As described in virtually every book written about management, the human relations or behavioral school of management began in 1927 with a group of studies conducted at the Hawthorne plant of Western Electric, an AT&T subsidiary. Curiously, these studies were prompted by an experiment carried out by the company’s engineers between 1924 and 1927. Following the scientific management tradition, these engineers were applying research methods to answer job-related problems.

Two groups were studied to determine the effects of different levels of illumination on worker performance. One group received increased illumination, while the other did not. A preliminary finding was that, when illumination was increased, the level of performance also increased. Surprisingly to the engineers, productivity also increased when the level of illumination was decreased almost to moonlight levels. One interpretation made of these results was that the workers involved in the experiment enjoyed being the centre of attention; they reacted positively because management cared about them. Such a phenomenon taking place in any research setting is now called the Hawthorne effect.

**Q.2 Trace the growth of Trade union Movement from Factories Act 1881 to Factories Act 1948.**

**Ans.2** Before enactment of the Factory Act of 1881 working conditions in the tea plantations were extremely bad. The labourers who attempted to run away were subject to imprisonment , whipping and allied extreme punishment. Accordingly, the workers were entirely helpless in the face of the organized and powerful European planters.

The above conditions prevailed till the enactment of the Factory Act of 1881. According to the Act, the workers employed in the factories were allowed a week off-day and provisions were also made for inspection as well as limiting the hours of work for women workers to eleven per day. The act further provided that the minimum age of children for employment should be seven years and that the maximum working hours for them should not exceed seven hours a day and that too in the day-shift. In 1890, the first labour organization designated as Bombay Mill Hands Association was established. Subsequently, in 1905, the printers’ Union at Calcutta and in 1907, the Postal Union at Bombay were established.

The Madras Labour Union was organized thereafter in 1918. In 1922, the indentured labour system involving migration of Indian labour to other countries on contract basis was abolished as a result of a strong National Movement. In the same year, the Central Labour Board was established to federate the different unions in the Bombay city and the All India Trade Union Congress was organized. It may be noted that the reliable statistics of trade union growth are not available for the period before the formal implementation of the Indian Trade Unions Act, 1926, a landmark in the history of industrial relations in this country. The early thirties witnessed a highly-weakened trade union movement. However, the conditions prevailing five years before as well as during the Second World War, were conducive to the rapid growth of the trade unionism. Between 1939-40 and 1944-45 the number of registered trade unions increased from 666 to 865 (i.e., by 29.7 percent) and the total membership of union submitting returns increased from 511, 134 to 889, 388 (i.e., by 70.4 percent). There was a large scale expansion of the trade union movement after the Second World War – especially after the independence. As Subramanian observes, there existed four-fold reasons for this rapid growth. These were as follows: (1) the cumulative impact of the acute economic distress stemming from war conditions and the removal of the war-time restrictions on strikes, (2) the development of three more central labour organizations and the competition among them, (3) the labour policy of the Government based on adjudication rather than collective bargaining, and (4) the growth of the spirit of trade unionism among the workers. Accordingly, during the period 1947-1960 while, industrial employment rose by 2.8 times, the total claimed union membership also went up by 2.3 times. In 1960, 45 percent of the total industrial workforce was claimed to be unionised. Today, the total membership is estimated to be around 4.3 million i.e., 28 percent of total workforce.

Explicitly, during post-independence period, the activities of Personnel Department in different public and private sectors have multiplied. According to the provisions of section 49 of the Factories Act, 1948, it became obligatory for the-employers to employ a Welfare Officer in a factory employing 500 or more workers.

**Q.3 Elaborate the HR planning system.**

**Ans.3** The process of Human Resource Planning is one of the most crucial, complex and continuing managerial functions which, according to the Tata Electrical Locomotive Company, “embraces organization development, management development, career planning and succession planning”.

It may be rightly regarded as a multi-step process, including various issues, such as:

* Deciding goals or objectives;
* Estimating future organisational structure and manpower requirements;
* Auditing Human resources;
* Planning job requirements and job descriptions; and
* Developing a human resource



Human Resource Planning is practically useful at different levels:

*i) At the national level,* it is generally done by the Government and covers items like population projections, programme of economic development, educational facilities, occupational distribution, and growth, industrial and -geographical mobility of personnel.

*ii) At the sector level,* it may be done by the Government -Central or State – and may cover manpower needs of agricultural, industrial and service sector.

*iii) At the industry level,* it may cover manpower forecast for specific industries, such as engineering, heavy industries, consumer goods industries, public utility industries, etc.

*iv) At the level of the individual unit,* it may relate to its manpower needs for various departments and for various types of personnel.

**Human Resource Planning System**

*A.Objectives of Human Resource Planning:* Human Resource Planning fulfils individual, organizational and national goals; but, according to Sikula, “the ultimate mission or purpose is to relate future human resources to future enterprise needs, so as to maximise the future return on investment in human resources. In effect, the main purpose is one of matching or fitting employee abilities to enterprise requirements, with an emphasis on future instead of present arrangements.” The objectives may be laid down for a short-term (i.e. for one year).

*B.Estimating the Future Organizational Structure or Forecasting  
the Manpower Requirements:* The management must estimate the structure of the organization at a given point in time. For this estimate, the number and type of employees needed have to be determined. Many environmental factors affect this determination. They include business forecasts, expansion and growth, design and structural changes, management philosophy, government policy, product and human skills mix, and competition.

*Forecasting* provides the basic premises on which the manpower planning is built. Forecasting is necessary for various reasons, such as:

a)The eventualities and contingencies of general economic business cycles (such as inflation, wages, prices, costs and raw material supplies) have an influence on the short- range and long-run plans of all organizations.

b)An expansion following enlargement and growth in business involves the use of additional machinery and personnel, and a re-allocation of facilities, all of which call for advance planning of human resources.

c)Changes in management philosophies and leadership styles.

d)The use of mechanical technology (such as the introduction of automatic controls, or the mechanization of materials handling functions) necessitates changes in the skills of workers, as well as a change in the number of employees needed.

e)Very often, changes in the quantity or quality of products or services require a change in the organization structure. Plans have to be made for this purpose as well.

*C.Auditing Human Resources:* Once the future human resource needs are estimated, the next step is to determine the present supply of manpower resources. This is done through what is called “Skills Inventory”. A skills inventory contains data about each employee’s skills, abilities, work preferences and other items of information which indicate his overall value to the company.

*D.Job Analysis:* After having decided how many persons would be needed, it is necessary to prepare a job analysis, which records details of training, skills, qualification, abilities, experience and responsibilities, etc., which are needed for a job. Job analysis includes the preparation of job descriptions and job specifications.

*E.Developing a Human Resource Plan:* This step refers to the development and implementation of the human resource plan, which consists in finding out the sources of labour supply with a view to making an effective use of these sources. The first thing, therefore, is to decide on the policy- should the, personnel be hired from within through promotional channels or should it be obtained from an outside source. The best policy which is followed by most organizations is to fill up higher vacancies by promotion and lower level positions by recruitment from the labour market.

**Q.4 Discuss the Multiple Person Evaluation Methods.**

**Ans. 4 Multiple-person Evaluation Methods**

The techniques described above are used to evaluate employees one at a time. Three techniques that have been used to evaluate an employee in comparison with other employees being evaluated are discussed in this section.

**Ranking:** In ranking method, the evaluator is asked to rate employees from highest to lowest on some overall criterion. This is very difficult to do if the group of employees being compared number over 20. It is also easier to rank the best and worst employees than it is to evaluate the average ones. Simple ranking can be improved by alternative ranking. In this approach the evaluators pick the top and bottom employees first, then select the next highest and next lowest, and move towards the middle.

***Paired comparison:*** This approach makes the ranking method easier and more reliable. First, the names of the persons to be evaluated are placed on separate sheets (or cards) in a predetermined order, so that each person is compared to all others to be evaluated. The evaluator then checks the person he feels is the better of the two on a criterion for each comparison. Typically the criterion is overall ability to do the present job. The number of times a person is preferred is tallied, and this develops an index of the number of preferences compared to the number being evaluated.

These scores can be converted into standard scores by comparing the scores to the standard deviation and the average of all scores. This method can be used by superiors, peers, subordinates, or some combination of these groups.

***Forced distribution:*** The forced-distribution system is similar to ‘grading on a curve’. The evaluator is asked to rate employees in some fixed distribution of categories, such as 10 percent in low, 20 percent in low average, 40 percent in average, 20 percent in high average, and 10 percent in high. One way to do this is to type each employee’s name on a card and ask the evaluators to sort the cards into five piles corresponding to the ratings. This should be done twice for the two key criteria of job performance and promotability. One reason forced distribution was developed was to try to alleviate such problems as inflated ratings and central tendency in the graphic rating scale.

**Q.5 Write a note on different theories for Managing Compensation.**

**Ans. 5 Managing compensation**

The basic purpose of wage and salary administration is to establish and maintain an equitable wage and salary structure. Its secondary objective is the establishment and maintenance of an equitable labour-cost structure i.e., an optimal balancing of conflicting personnel interests so that the satisfaction of employees and employers is maximised and conflicts are minimised. The wage and salary administration is concerned with the financial aspects of needs, motivation and rewards. Managers, therefore, analyse and interpret the needs of their employees so that reward can be individually designed to satisfy these needs.

The word ’salary’ is defined in the Oxford Dictionary as ‘fixed periodical payment to a person doing other than manual or mechanical work’. The payment towards manual or mechanical work is referred to as *wages*. The word *pay* refers to the payment for services done which would include salary as well as wages.

Wages are commonly understood as price of labour. In ordinary parlance, any remuneration paid for services is etymological wage. Benham defines wage as “‘a sum of money paid under contract by an employer to a worker for services rendered.”

Labour was always looked upon as a commodity governed by the law of supply and demand. Certain theories were propounded for determination of wages but these could not stand the test of time. A few theories are discussed below:

***Subsistence theory:*** This theory, also known as ‘Iron Law of Wages’, was propounded by David Ricardo (1772-1823). According to this theory, wages tend to settle at a level just sufficient to maintain the workers and his family at minimum subsistence levels. The theory applies only to backward countries where labourers are extremely poor and are unable to get their share from the employers.

***Standard of living theory:*** This theory is a modified form of subsistence theory. According to this theory, wages are determined not by subsistence level but also by the standard of living to which a class of labourers become habituated.

***Residual claimant theory:*** Francis A. Walker (1840-1897) propounded this theory. According to him, there were four factors of production/ business activity viz., land, labour, capital and entrepreneurship. Wages represent the amount of value created in the production which remains after payment has been made for all these factors of production. In other words, labour is the residual claimant.

***The wage fund theory:*** According to this theory, after rent and raw materials are paid for, a definite amount remains for labour. The total wage fund and the number of workers determine the average worker’s share in the form of wages.

***Demand and supply theory:*** According to this theory, wages depend upon the demand and supply of labour.

***Marginal productivity theory:*** This is an improved form of demand and supply theory. Wages are determined by the value of the net product of the marginal unit of labour employed.

***Purchasing power theory:*** According to this theory the prosperity, productivity and progress of industry depend on there being sufficient demand to ensure the sale of its products and pocketing of reasonable profits. A large pact of the products of industry is consumed by workers and their families and if wages are high, demand will be good. However, if wages and the purchasing power of the workers are low, some of the goods will remain unsold; output will go down, which will result in unemployment.

***The bargaining theory of wages:*** John Davidson propounded this theory. According to him, wages are determined by the relative bargaining power of workers or trade unions and of employers. When a trade union is involved, basic wages, fringe benefits, job differentials and individual differences tend to be determined by the relative strength of the organization and the trade union.

The Tribunals and Wage Boards have generally followed the-principles laid down in the Fair Wages Committee’s Report on fixing wages. The Committee, in its report, has given a considerable thought to wage differentials and has stated that the following factors should be taken into consideration for fixation of wages:

* The degree of skill.
* The strain of work.
* The experience involved.
* The training involved.
* The responsibility undertaken.
* The mental and physical requirements.
* The disagreeableness of the task.
* The hazard attendant on the work, and
* The fatigue involved.

***Classification of wages:*** The International Labour Organization (ILO) in one of its publications, classified wages as under:

* The amount necessary for mere subsistence;
* The amount necessary for health and decency; and
* The amount necessary to provide a standard of comfort.

In India, wages are classified as:

a. Minimum wage

b. Fair wage; and

c. Living wage

***Minimum wage:*** A minimum wage has been defined by the Committee as “the wage which must provide not only for the bare sustenance of life, but for the preservation of the efficiency of the worker. For this purpose, the minimum wage must provide for some measure of education, medical requirements and amenities”. In other words, a minimum wage should provide for the sustenance of the worker’s family, for his efficiency, for the education of his family members, for their medical care and for some amenities. It is very difficult to determine the minimum wage because conditions vary from place to place, industry to industry and from worker to worker. However, the principles for determining minimum wages were evolved by the Government and have been incorporated in the Minimum Wages Act, 1948, the important principle being that minimum wages should provide not only for the bare sustenance of life but also for the preservation of the efficiency of the workers by way of education, medical care and other amenities.

***Fair Wage:*** According to the Committee on Fair Wages, “it is the wage which is above the minimum wage but below the living wage.” The lower limit of the fair wage is obviously the minimum wage; the upper limit is set by the “capacity of the industry to pay”. Between these two limits, the actual wages should depend on considerations of such factors as:

i) The productivity of labour;

ii) The prevailing rates of wages in the same or neighbouring localities;

iii) The level of the national income and its distribution; and

iv) The place of industry in the economy.

***Living Wage:*** This wage was recommended by the Committee as a fair wage and as ultimate goal in a wage policy. It defined a *Living Wage* as “one which should enable the earner to provide for himself and his family not only the bare essentials of food, clothing and shelter but a measure of frugal comfort, including education for his children, protection against ill-health, requirements of essential social needs and a measure of insurance against the more important misfortunes including old age”. In other words, a living wage was to provide for a standard of living that would ensure good health for the worker, and his family as well as a measure of decency, comfort, education for his children, and protection against misfortunes.

**Q.6 Write the advantages and limitation of Job Evaluation Method.**

**Ans. 6 Advantages and Limitations of Job Evaluation**

**Advantages:**

* Job evaluation is a logical and an objective method of ranking jobs relatively to each other. It may thus help in removing inequities in existing wage structures and in maintaining sound and consistent wage differences in a plant or an industry.
* The method replaces accidental factors occurring in less systematic procedures of wage bargaining by more impersonal and objective standards, thus establishing a clearer basis for negotiation.
* The method may lead to greater uniformity in wage rates and simplify the process of wage administration.
* Information collected in a process of job description and analysis can be used for improvement of selection, training, transfer and promotion, procedures on the basis of the comparative job requirement.

**Limitations:**

* Though there are many ways of applying job evaluation in a flexible manner, rapid changes in technology and in the supply of and demand for particular skills, create problems of adjustment that may need further study.
* When job evaluation results in substantial changes in the existing wage structure, the possibility of implementing these changes in a relatively short period may be restricted by the financial limits within which the firm has to operate.
* When there are a large proportion of incentive workers, it may be difficult to maintain a reasonable and acceptable structure of relative earnings.
* The process of job rating is, to some extent, inexact because some of the factors and degrees can be measured with accuracy.
* Job evaluation takes a long time to complete, requires specialized technical personnel and is quite expensive.

**Name – Shwetank Shashiraj Misra**

**Roll. No. – 520945336**

**Subject – MB0027 – HRM**

**Semester - 1**

**(Assignment Answer Set – 2)**

**Q.1 Mention and briefly explain different sources of recruitment.**

**Ans. 1 Sources of Recruitment**

The sources of employees can be classified into two types, *internal* and *external*. Filling a job opening from within the firm has the advantages of stimulating preparation for possible transfer of promotion, increasing the general level of morale, and providing more information about job candidates through analysis of work histories within the organization. A job posting has a number of advantages. From the view point of the employee, it provides flexibility and greater control over career progress. For the employer, it should result in better matches of employee and job.

In most instances, the jobs are posted on notice boards, though some carry listings in the company newspapers. The posting period is commonly 1 week, with the final decision for hiring being completed within 4 weeks. Internal applications are often restricted to certain employees, the guidelines for one company including (1) “good” or “better” on most recent performance review; (2) dependable attendance record; (3) not under probationary sanction; and (4) having been in present position for 1 year. The present supervisor must at some time be informed of his or her subordinate’s interest in another job. Some require immediate notification, while others inform only if the employee becomes a prime candidate for the listed opening. The personnel unit acts as a clearing house in screening applications that are unrealistic, preventing an excessive number of bids by a single employee, and counselling employees who are constantly unsuccessful in their attempt to change jobs.

Inevitably, the firm must go to external sources for lower entry jobs, for expansion, and for positions whose specifications cannot be met by present personnel. Thus the firm has a number of outside sources available, among which are the following:

* **Advertising:** There is a trend toward more selective recruitment in advertising. This can be effected in at least two ways. First, advertisements can be placed in media read only by particular groups. Secondly, more information about the company, the job, and the job specification can be included in the ad to permit some self-screening.
* **Employment Agencies:** Additional screening can be affected through the utilization of employment agencies, both public and private. Today, in contrast to their former unsavoury reputation, the public employment agencies in several States are well-regarded, particularly in the fields of unskilled semi-skilled and skilled operative jobs. In the technical and professional areas, however, the private agencies appear to be doing most of the work. Many private agencies tend to specialize in a particular type of worker and job, such as sales, office, executive or engineer.
* **Employee Referrals:** Friends and relatives of present employees are also a good source from which employees may be drawn. When the labour market is very tight, large employers frequently offer their employees bonus or prizes for any referrals that are hired and stay with the company for a specific length of time. Some companies maintain a register of former employees whose record was good to contact them when there are new job openings for which they are qualified. This method of recruitment, however, suffers from a serious defect that it encourages nepotism, i.e. persons of one’s community or caste are employed, who may or may not be fit for the job.
* **Schools, Colleges and Professional Institutions:** Offer opportunities for recruiting their students. They operate placement services where complete bio-data and other particulars of the students are available. The companies that need employees maintain contact with Guidance Counsellors of Employment Bureaus and teachers of business and vocational subjects. The prospective employers can review Credentials and interview candidates for management trainees or probationers. Whether the education sought involves a higher secondary certificate, specific vocational training, or a college background with a bachelor’s, masters’ or doctoral degree, educational institutions provide an excellent source of potential employees for entry-level positions in organizations. These general and technical/ professional institutions provide blue-collar applicants, white-collar and managerial personnel.
* **Labour unions:** Firms with closed or union shops must look to the union in their recruitment efforts. Disadvantages of a monopolistically controlled labour source are offset, at least particularly, by savings in recruitment costs. With one-fifth of the labour force organized into unions, organized labour constitutes an important source of personnel.
* **Casual applicants:** Unsolicited applications, both at the gate and through the mail, constitute a much-used source of personnel. These can be developed through provision of attractive employment office facilities and prompt and courteous replies to unsolicited letters.
* **Professional organizations or recruiting firms or executive recruiters:** maintain complete information records about employed executives. These firms are looked upon as ‘head hunters’, ‘raiders’ and ‘pirates’ by organizations which lose personnel through their efforts. However, these same organizations may employ “executive search firms” to help them find talent. These consulting firms recommend persons of high calibre for managerial, marketing and production engineers’ posts.
* **Indoctrination seminars for colleges professors:** are arranged to discuss the problem of companies and employees. Professors are invited to take part in these seminars. Visits to plants and banquets are arranged so that the participant professors may be favourably impressed. They may later speak well of a company and help it in getting the required personnel.
* **Unconsolidated applications:** For positions in which large numbers of candidates are not available from other sources, the companies may gain keeping files of applications received from candidates who make direct enquiries about possible vacancies on their own, or may send unconsolidated applications. The information may be indexed and filed for future use when there are openings in these jobs.
* **Nepotism:** The hiring of relatives will be an inevitable component of recruitment programmes in family-owned firms, such a policy does not necessarily coincide with hiring on the basis of merit, but interest and loyalty to the enterprise are offsetting advantages.
* **Leasing:** To adjust to short-term fluctuations in personnel needs, the possibility of leasing personnel by the hour or day should be considered. This practice has been particularly well-developed in the office administration field. The firm not only obtains well-trained and selected personnel but avoids any obligation in pensions, insurance, and other fringe benefits.
* **Voluntary organizations:** such as private clubs, social organizations might also provide employees – handicaps, widowed or married women, old persons, retired hands, etc., in response to advertisements.
* **Computer data banks:** When a company desires a particular type of employee, job specifications and requirements are fed into a computer, where they are matched against the resume data stored therein. The output is a set of resumes for individuals who meet the requirements. This method is very useful for identifying candidates for hard-to-fill positions which call for an unusual combination of skills.

**Q.2 Write a note on guided and unguided interview.**

**Ans. 2 The Guided Interview:-**

The guided interview is based on the hypothesis that employees answer to certain equations will reveal their attitudes. The questions selected are presumed to be the ones that will call forth a true picture of how the employees feel.

This series of questions is usually rather large, the interview seeks to direct the interview in such a manner as to secure the answer that will reveal the desired information.

The guided interview is a useful method of investigating the moral of supervisors or other groups that are small in comparison with the employees as a whole.

**The Unguided Interview:-**

This technique for measuring moral is predicated upon the theory that is employees are placed in a position freely. They will reveal a true situation not so much by the exult thing complained of or discussed as by the interviewers, ability to relate what is said to basic causes.

It is also assumed that if the employee himself is permitted to take through a given problem o wok situation with out special prompting or questioning by the interviewer, he usually will become aware of the logic or lack of logic in the situation and chose for himself the appropriate line of action.

**A combination of the Guided and Unguided Interview: -**

To combines the two methods, the interviewer may start with the guided interview, which should not be too long or cover too much territory; the interviewer is then invited to discuss any subject that he may like to talk about.

During the guided interview some persons tend to bring in material that has no special significance in the relation to the information sought.

The interviewer should observe such instances and encourage the interviewee to follow up these leads during the unguided position of the interview. As a matter of fact few guided interviews are strictly kept on the detailed subjects laid out in the formal put forth to get the most out of the unguided phases of the interview.

**Q.3 Discuss the techniques to motivate employees.**

**Ans. 3 Motivation Techniques**

Following Michael Jucius, let us see how management may proceed to motivate employees. This activity may be divided into two parts: (a) what is to be done and (b) how and why what is done. The former are steps in motivation and the latter are rules governing the steps. Both are performed simultaneously. The steps of motivation are listed below:

* ***Size up situation requiring motivation****:* The first stage of motivation is to make sure of motivational needs. Every employee needs motivation. However, all people do not react in exactly the same way to the same stimuli. Keeping this in mind the executive shall size up how much and what kind of motivation is needed and when and by which individuals.
* ***Prepare a set of motivating tools****:* Having determined the motivational needs of a particular person or group an executive must have a list from which he should select and apply specific tools of motivation. An executive from his personal experience should prepare a list of what devices are likely to work with what type of people and under what circumstances.
* ***Selecting and applying the appropriate motivator****:* Proper application of motivational plan is very important. This involves selection of the appropriate technique, the method of application and the timing and location of applications. Having selected appropriate techniques, thought must be given to its application.
* ***Follow-up the results of the application****:* The last stage of motivation is to follow-up the results of the application of the plan. The primary objective is to ascertain if an employee has been motivated or not. If not, some other technique should be tried. A secondary purpose of follow-up is to evaluate motivation plans for future guidance.

**Q.4 Explain in detail the disciplinary – Action Penalties.**

**Ans. 4** There are varying penalties for first, second, and third offences of the same rule. Among the penalties available in business are:-

* Oral reprimand
* Written reprimand
* Loss of privileges
* Fines
* Lay off
* Demotion
* Discharge

The penalties are listed in the general order of severity, from mild to severe.

For most cases, an oral reprimand is sufficient to achieve the desired results. The supervisor must know his or her personnel in determining how to give a reprimand. For one person a severe “Chewing out” may be necessary in order to get attention and co – operation, another person may require only a casual motion of a deficiency is more serious, the reprimand may be put in written form.

Since a written reprimand is more permanent than an oral one, it is considered a more severe penalty.

For such offences as tardiness or leaving work permission, fines or loss of various privileges can be used. The fins usually have some relationship to the work time actually lost. The loss of privileges includes such items as good job assignments, right to select machine or other equipment, and freedom of movement about the workplace or company. The more severe penalties of lay off, demotion, and discharge are usually outside the grant of authority to the immediate supervisor. Disciplinary layoff can very in severity from one to several days loss of work without pay. The use of demotions as a penalty is highly questionable. If the employee is properly qualified for the present assignment, he or she will be improperly placed on a lower job. Discharges are the most severe penalty that a business organization can give and constitutes “industrial capital punishment”.

**Q.5 Explain the importance of grievance handling.**

**Ans. 5** At one or other stage of the grievance procedure, the dispute must be handled by some member of management. In the solutions of a problem, the grater burden rests on management. The clearest opportunity for settlement is found at the first stage, before the grievance has left the jurisdiction of the supervisors as to how to handle a grievance or complaint properly. The dispute or grievance constitutes in arriving at a satisfactory solutions. The following directions help in handling a grievance.

**Receive and define the nature of the dissatisfaction:-**

The manner and attitude with which the supervisor receives the complaint of grievance is important. As a principle applicable to this step, the supervisor should assume that the employee is fair in presenting the complaint or grievance. Statements should not be prejudged the basis of past experience with this or other employees. The supervisor should not be too busy to listen and should not give an impression of condescension in doing so. Thus supervisor who were nearly task – oriented, as contrasted with people – oriented, tended to experience a significantly greater number of grievance being filed in their units.

**Get the facts:-**

In gathering facts, one quickly becomes aware of the importance of keeping proper records such as performance ratings, job ratings, attending records and suggestions. In addition, with the increasingly legalistic bent that is characteristic of modern labour management relations, the supervisor is wise to keep records on each particular grievance. It is also important that the supervisor possesses and exercise some skill in interview conference, and discussion.

**Analyze and Divide:-**

With the problem defined and the facts in hand, the manager must

now analyze and evaluate them, and them come to some decision. There is usually more than one possible solution. The manager must also be aware that the decision may constitute a precedent with in the department as well as the company.

**Apply the answer:-**

Though the solution decided upon by the superior is adverse to the employee, some answer is better than none. Employees dislike supervisors who will take no stand, good or bad. In the event of an appeal beyond this stage of the procedure, the manager must have the decision and the reasons for his decisions should be properly recorded.

**Follow up:-**

The objective of the grievance procedure is to resolve a disagreement between an employee and the organization. Discussion and conference are important to this process. The purpose of its follow up phase is to determine whether the clash of interest has been resolved. If follow up reveals that the case has been handled unsatisfactorily or that the wrong grievance has been processed, then redefinition of the problem, further fact – finding, analysis, solutions and follow up are required.

**Q.6 Explain Managerial grid in detail.**

**Ans. 6** Robert Blake, an eminent behavioral scientist deferential the leaders on the basic of their concern to people and concern to task. He along with Jane mouton conducted study on 5000 managers. He puts it on a grid called managerial grid as follows.

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **High** | |  |  |  |  |  |  |  |  |  |
| **Concern for People** | **9** | **1 , 9** | |  |  |  |  |  | **9, 9** | |  |
| **8** |  |  |  |  |  |  |
| **7** |  |  |  |  |  |  |  |  |  |  |
| **6** |  |  |  | **5, 5** | | |  |  |  |  |
| **5** |  |  |  |  |  |  |  |
| **4** |  |  |  |  |  |  |  |  |  |  |
| **3** |  |  |  |  |  |  |  |  |  |  |
| **2** | **1, 1** | |  |  |  |  |  | **9, 1** | |  |
| **1** |  |  |  |  |  |  |
|  | **Low** | **1** | **2** | **3** | **4** | **5** | **6** | **8** | **9** | **10** | **High** |
|  |  | **Concern for Results** | | | | | | | | |  |

The managerial grid model (1964) is a behavioral leadership model developed by Robert Blake and Jane mouton. This model identifies five different leadership styles based on the concern for people and the concern for production. The optimal leadership style in this model is based on theory Y

As shown in the figure, the model is represented as a grid with concern for production as the A- axis and concern for people as the Y – axis, each axis ranges from 1 (low) to 9(High). The five resulting leadership styles are as follows:

**The impoverished style (1, 1) the different leader ( evade and elude):- .**

In this style, managers have low concern for both people and production. Managers use this style to avoid getting into trouble. The main concern for the manager is not to be held responsible for any mistakes, which results in less innovative decisions.

**Features:-**

Does only enough to preserve job and job seniority

Gives little and enjoys little.

Protects himself by not being noticed by others

**Examples:-**

“I distance myself from taking active responsibility for results to avoid getting entangled in problems”.

**The county club Style (1, 9) the accommodating leader (yield and Comply):-**

This style has a high concern for people and a low concern for production. Managers using this style pay much attention to the security and comport of the employees, in hopes that this would increase performance. The resulting atmosphere is usually friendly, but not necessarily that productive.

**Examples:-**

“I support results that establish and reinforce harmony”,

“I generate enthusiasm by focusing on pleasing aspects of work”.

**The produce or perish style (9,1) the controlling leader (direct and Dominate):-**

People who get this rating are very much task – oriented and are hard on their workers (autocratic) there is little or no allowance for co –operation or collaboration. Heavily task - oriented people display these characteristics.

**Examples:-**

“I expect results and take control by clearly stating a course of action”

“I enforce rules that sustain high results and do not permit deviation”,

**The middle of the road style(5,5) the status – Quo leader ( Balance and compromise ):-**

Managers using this style try to balance between companies

Goals and workers needs. By giving some concern to both acceptable performances

**Examples:-**

“I endorse results that are popular but caution against taking unnecessary risk”,

“I test my opinions with others involved to assure ongoing acceptability”.

**The term style(9,9) the sound / team leader (contribute and commit):-**

In this style, high concern is paid both to people and production.

As suggested by the propositions of theory Y, managers choosing to sue this style encourage teamwork and commitment among employees. This method relies heavily on making employees feel as a constructive part of the company

**Examples:-**

“I Initiate team action in a way that invites involvement and commitment”,

“I explore all facts and alternative views to reach a shared understanding of the best solution”.

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