

Name : Class : Sec :

Subject : Date :

① Recruitment:

* It is a process of attracting, screening & selecting the qualified candidates.

* Acc. to Edwin Flippo "It is a process of searching prospective employees and then to apply jobs in the org.."

there are sources of recruitment:



Internal

External

1. Existing employees: Personnel already on a pay role (or) present working force.

Majority of the org. all over the world prefer this source.

2. Temporary employees: Employees who are already employed to the temporary basis and may be taken for permanent basis based on their hard working, sincere and honesty.

3. Retrained employees: Due to lack of work.

Again they will call back the employees and due to pressure of trade union.

4. Retired employees: Some employees will be rehired and they take back them for recognizing the loyalty & experience.

5. Decided of present, temporary & rehired employees.

Effective source of recruitment.

Advantages: *

- * known abt the org.
- * loyalty among emp
- * stability of employment

Disadvantages: *

- * More talented & capable persons from joining the team discourage.
- * Innovation & original thinking can't be followed.
- * Inefficient ppl can be promoted to senior post.

External source of recruitment:

- * Person recruited from outside.

Traditional approach.

1. Advertisement: candidates from outside keeping common & effective method.

Employer puts an advertisement in the newspaper in form of display advertisement. This method is used for finding

Skilled personnel.

2. Employment exchange: In our country the govt. runs employment exchange. Act 1959 provides for exchange b4 filling the vacancies by the employers both private & public sector. Unpopular in India.

Recruitment practices taken by private sector in India.

3. Personal consultant: specialised agencies will under take the work of recruiting personal on behalf of employers. It is costly.

4. College, universities: employers maintain a touch with college, institutions - closed contact for recruitment to various jobs.

5. Recommendation: Applicants by friends, relatives source of recruitment.

Bg of the candidate is known.

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6. Labor Contractor: Hiring skilled & semi-skilled workers.

contractor keep in touch with workers & bring to the req. place.

7. casual & unsolicited Applicants:

Job seeker visit the office (or) factory and put their application.

Suitable job avail, they are interviewed

No vacancy, applications are preserved for future.

Modern approaches:

1. campus interview: they need highly educated pp. Good candidates are interviewed

in short period of time.

2. walk in interview: The candidates are advised to walk on interview directly without getting any appointment.

they will just walk directly to the HR mgt and he conducts various tests if pass he will be selected for appointment.

3. Hunting the head: Senior executives who have such knowledge and experience.

4. Personal consultants: Same as 3.

5. Leasing: Leased employees are individuals who are hired by one firm and sent to other firm for shorter period of time.

company won't provide any social Security payment.

6. E-recruitment:- cyber scaled recruitment
This is Electronic recruitment made by the internet.

org. advertise about the job vacancies through the website.

7. Outsourcing: The arrangement where HR are drawn from the pool developed by org. instead of own HR Mgmt.

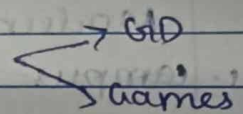
(2) Selection: Process of discovering the most suitable to fill up the vacancies.

Steps in selection:

1. Scrutinizing of App. received



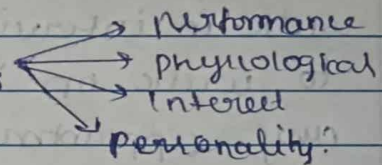
2. Preliminary interviews



3. Blank application form



4. Conducting tests



5. Final interview



6. Checking for references



7. Medical examination



8. Final selection



9. Placement & induction.

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1. Screening of app. received:

App. of the candidates who have the req. educational qualification segregate the app. who don't have req. qualification.

The rejected applications are informed by sending a letter.

The selected candidates are called for the next round.

2. Preliminary test:

After conducting many companies use preliminary interview screening before the final interview to eliminate the unsuitable candidates.

a) GD → Applicants selected @ 1st stage and called for the & asked to take part in GD. Under this there will be given a problem / situation & ask to discuss on that & arrive at a conclusion & solve it.

b) Games → Areas as decision making, handling the critical situations, solve problems etc.

can study Role play InBasket Sensitivity simulations.

3. Blank App. form:

Printed App. form in which each & every individuals bio data are collected.

Should be carefully drafted.

4. conducting tests:

Mr. Bimon & Mr. Binet adopted various intelligence test in yr 1914-1918.

Type of tests:

(i) Performance test

- a) Sampling work
- b) Assessment centre

(ii) Physiological test

- a) Intelligence test
- b) Aptitude test

(iii) Personality test

- a) TAT
- b) ROR SCHACH

(iv) Interest test

like & dislikes of the individual.

5. Final Interview:

Face to face interview where candidate's job & salary are said.

6. Checking the references:

BA getting the final selection. References should be contacted to know abt the indivi.

7. Medical examinations:

Doctor will examine the candidate & declare if he is fit for the job, then only employers provide the employment letter.

8. Final selection --

After getting the appointment letter, the candidate will be provisional for 6 months to 1 year then will be permanent employee.

9. Placement → Placing the selected candidate to the job with other workers.

Induction → Introducing new employees to other employees & specifying the rules & regulations of the Org.

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T & D :-

Acc. to Gary Dessler, Training refers to "The methods used to give new (or) present employees the skills they need to perform their job".

Training is a act of giving the knowledge & skill of an employee for doing a particular job.

Methods of training :-

↓ ↓ ↓ ↓
On the job Off the job Apprenticeship Internship Learner

- | | |
|-------------------------|--------------------------|
| * coaching | * Vestibule training |
| * understudy | * Role playing |
| * Position rotation | * Lecture method |
| * Job instruction | * Discussion |
| * committee assignments | * Programmed Instruction |

On the job training :-

1. Coaching :-

Under this method the superior teaches the subordinates about the job, knowledge & skills. "Learning by doing".

2. Understudy :-

Under this method the superior gives T to the subordinate under his duty. The subordinate acts as an student.

3- Position rotation:

Under this method, the trainee is periodically rotated from one job to another instead of sticking into one particular job.

4- Job instruction:

Under this method, the trainer trains the trainee about the job and he permits the trainee to do the job & he appraises the performance & provides feedback & corrects the trainee.

5- Committee assignments:

A grp of trainees are given an actual problem and asked to solve it jointly. It promotes team work.

Advantages:

- * Less expensive, time
- * Trainee is under close supervision
- * Production won't be delayed

Disadvantages

- * Superior problem
- * Expert guidance
- * Work spoiled

Off the job training:

- * Yes Trainee is separated from the job situation. He is fully focused on learning rather than performing it.

i. Vestibule training:

Under this method, the new workers are trained for the specific jobs on special machines and equipments in a separate room located in the plant.

When large no. of new recruits are to be trained.

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Advantages: Disadvantages.

- * No other work than teaching.
- * doesn't disturb the regular work.
- * Trainer is experienced.
- * Expensive affair.
- * Not suitable for training one or two employees.

2. Role playing:

Under this method the candidates are asked to act as Role & play accordingly.

Eg: Production, quality manager etc.

3. Lecture method:

Under this method the trainee directly gets the instructions. The instructor prepares the material & give it to the grp of trainees in the form of speech. (X) Adv → cost, time used

4. Programmed Instructor:

The trainee goes through the units by answering the ques (or) fill in the blanks. Subject matter has to be learned carefully.

5. Discussion / conference method:

Discussion involves 2 way communication & then the feedback is provided.

Group of people pose their ideas, share facts & data.

Apprenticeship training:

Individual will be taught with the practical skills to the new employee.

Internship training:

Students get practical skills when they study

Teacher training:

those who don't have basic knowledge and semi-skilled.

Trained in operations / missions

After training they will be placed in job.

④ Techniques of training:

- sensitivity
- Transactional Analysis
- Job rotation
- Simulation exercise
- Internship.

Evaluating training effectiveness (RLBR)

R L1 → Reaction

L L2 → Learning

B L3 → Behaviour

R L4 → Results.

career planning:

It is what initial stages of an indivi.

After completing your education when u

plan to pursue for a career.

Process:

- ① • knowing ur skills & talents and translate into job
- ③ • Matching the skills to ur existing jobs
- ② • ~~knowing ur skills~~ Matching ur career goals with educational needs. (5) " " " " " fin. need
- ⑤ • what ur good @.

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career planning 3 components:

1 Self exploration	2 Occupational exploration	3 Education
<ul style="list-style-type: none"> * process of examining your skills & values & experience & interest & education 	<ul style="list-style-type: none"> * Informal interview * Attending career & job fair 	<ul style="list-style-type: none"> * career planning & decision making * Goal setting * Problem solving

6) Performance Appraisal:

Acc. to Edwin D Flippo " evaluation of performance of an employee on particular job.

Systematic periodic process rating of an employees excellence per to his present job & his potentialities for a better job.

Objectives:

- * To determine professional qualification
- * To remove misfit.
- * To select candidates for spl. training
- * To find out talents & weaknesses.

Methods:

1. Rating scale
2. Employee comparison system
 - ↳ Rank order system
 - ↳ Paired comparison system
 - ↳ Forced distribution system
3. Checklist rating system
 - ↳ simple checklist system
 - ↳ weighted " " "
 - ↳ Forced " " "
4. Critical Incident method

1. Rating scale method / chart system.

Straight line measuring 5 inches long used to measure the traits.

Excellent, Good, Average, Poor, Very Poor (or) no, (or) grades like A, B, C, D, E are used.

Adv:

↳ system is simple & easy to understand & less costly.

Dis:

↳ personal bias of the rater will be there in rating process.

2. Employee comparison method:

a) Rank order system

Under this method the rater simply ranks the employees & arrange them in the order of Best → Poor.

Adv:

↳ oldest, cheapest
↳ simple & easy

Dis:

↳ Difficult to compare
1 man with entire
mass

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b) Paired comparison method.
Indi. is compared with others only once @ a tym.

$x \rightarrow y \rightarrow z$

No. of pairs = $n(n-1)/2$

c) Forced distribution method:

Workers doing job are grouped into some specific grps such as good, average etc. \rightarrow

Adv:

Dis:

• More no. of ppl same

3. Checklist Rating System:

Simple

Weighted

Forced.

a) Simple:

The rater checks beh. of the employee (+ve, -ve)
No. of +ve checks the employee gets is rated
(-ve) (X) considered.

b) weighted checklist system:

Large no. of descriptive stmts & scale value
The rater checks each stmt which describes the employees beh.

c) Forced choice checklist system:

Experts select a no. of phrases having both favorable / unfavorable things abt the employee
stmt are printed in the form of 4.

Grp of 4 phrases called "tetrad" [fav / unfav]

4- critical incident method:

Incident which explains abt the employee which results in success / failure of the part of the job.

the supervisor keeps records of the critical incident and reaction of an employee towards the incident.

Performance Appraisal Process:

