

## **INDEX**

Date: 30/12/24

Page No. ....

Assignment No. : .....

Assignment Topic: Nature & Scope. of HRM

1. What is Human Resource Management? Explain its nature and scope.

HRM involves the strategic approach to managing people within an organisation. The nature of HRM is multifaceted and encompasses various aspects including the acquisition, development, motivation and retention of employees. It serves as a bridge between the organisation's goals and the needs of its work force, aiming to create a balance, maximize productivity while ensuring employee satisfaction and development.

Nature:-

1. Strategic function:-

HRM plays an important role in aligning HR strategies with overall organisational goals. It is integral to achieving long-term objectives such as growth, efficiency and adaptability to market changes.

2. People-centric:

HRM focuses on individuals as valuable assets. It emphasizes understanding, supporting and managing people to foster a positive work environment that drives both individual and organisational success.

3. Continuous process:-

HRM is a dynamic and ongoing function. It requires constant monitoring, feedback and adjustment to adapt to internal changes and external pressures.

#### 4. Development oriented :-

HRM is concerned with developing the skills and capabilities of employees through training, professional development and career progression. This focuses on growth benefit both employees and the organisation by enhancing competencies and promoting career fulfillment.

#### 5. Comprehensive and integrative :-

HRM is not limited to recruitment and hiring. It integrates various functions like performance management, employee relations, benefits administration and legal compliances to manage the entire employee life cycle.

#### 6. Employee Well-Being :-

Modern HRM plays important on employee well-being, aiming to improve work-life balance, foster a healthy work place culture and address individual needs, ultimately contributing to higher job satisfaction and moral.

#### Scope :-

The purpose of HRM right from the man power needs assessment to management and retention of the same. To this effect HRM is responsible for effective designing and implementation of various policies, procedures and programs. It is all about developing and managing knowledge, skills, creativity, attitude and talent using them optimally. HRM is not just limited to manage human intellect it also focuses on managing physical and emotional capital of employees. The scope of HRM is widening with every passing day. It covers planning, hiring, training and development, payrole management

Date : .....

Page No. .... 3 .....

Assignment No. ....

Assignment Topic : .....

rewards and recognition, Grievances handling legal procedures etc..

### 1. HRM in personnel management:-

This is direct man power management that involves man power planning, hiring, training and development, induction and orientation programme, transfer, promotion, compensation, layoff and retrenchment etc... It also includes performance appraisal, developing new skills, training policies etc...

### 2. HRM in Employee welfare:-

This particular aspect of HRM deals with working conditions and amenities and work place. This includes responsibilities and services such as safety services, health services, social security and medical service. It also covers support by top management ventilation and lighting and sanitation, medical care, sickness benefits, injury benefits, maternity benefits etc..

### 3. HRM in industry Relations:-

It is a highly sensitive area, it needs careful interactions with labour or employee unions, addressing their grievances and settling the disputes effectively in order to maintain peace and harmony in the organisation. It is the understanding of employee relations job consultation, solving problems with mutual efforts, understanding human behaviour, work

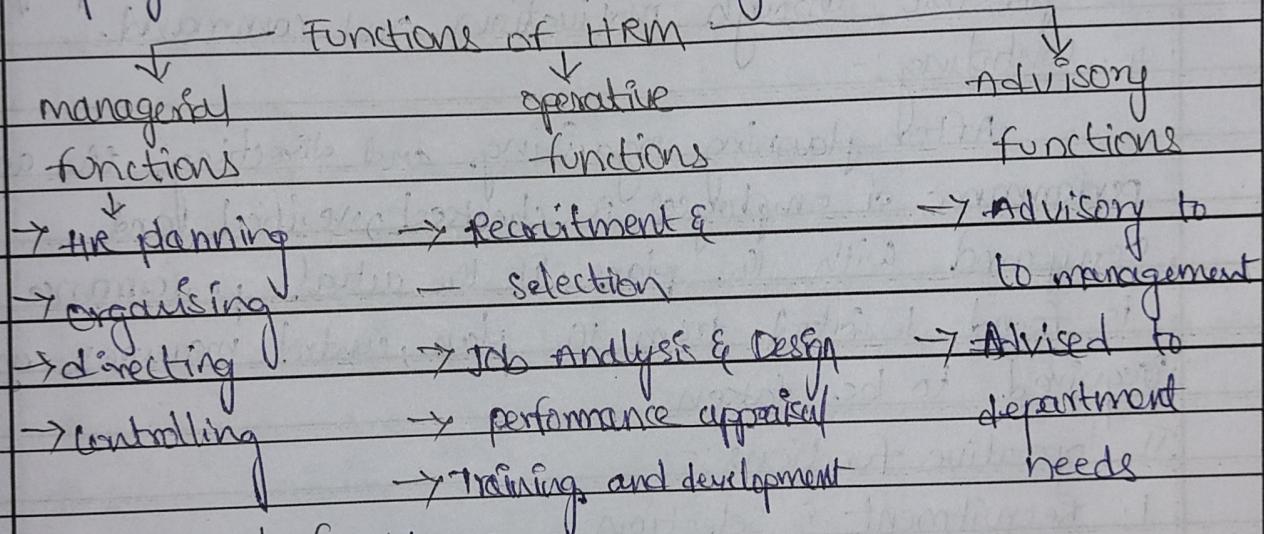
relations and settlement of disputes etc...

Assignment No.: 2

Assignment Topic: HRM functions

2. Define Human Resource Management and Explain its functions?

A. HRM is a management function it concerned with hiring, motivation, and maintaining work force in an organisation. HRM deals with issues related to employees such as hiring, training, and development, compensation, motivation, communication and administration. They ensure satisfaction of employees and maximum contribution of employees to the achievement of organisational objectives.



### I. Managerial functions:-

#### 1. HR planning :-

In this function of HRM the number and type of employee needed to accomplish organisational goals is determined. Research is an important part of this function, information is collected and analysed to identify current and future human resource needed and to forecast changing values, attitudes and

behaviour of employee their impact on organisation.

### 2. Organising:-

In an organisation tasks are allocated among its members, relationships are identified and activities are integrated for towards a common objective so that they can collectively contribute to the attainment of organisational goals.

### 3. Directing:-

Activating employees at different levels and making them to contribute maximum to the organisation is possible through proper direction and motivation. Taping the maximum potentialities of the employees is possible through motivation and command.

### 4. Controlling:-

After planning, organising and directing, the actual performance of employees is checked, verified and compared with the plans, if the actual performance is found deviated from the plan, control measures are required to be taken.

## II operative functions:-

### 1. Recruitment & Selection:-

Recruitment and selection of candidates is the function preceding the selection which brings the pool of prospective candidates for the organisation so that the management can select the right candidate from this pool.

### 2. Job analysis & Design:-

Job Analysis is the process of describing

Assignment No. ....

Assignment Topic : .....

the nature of a job and specifying the human requirements like qualification, skill and work experience to perform that job.

Job design aims at outlining and organising tasks, duties and responsibilities into a single unit of work for the achievement of certain objectives.

### 3. Performance Appraisal :-

Human resource professionals are required to perform this function; to ensure that the performance of employee is at acceptable level.

### 4. Training and Development :-

This function of HRM helps the employees to acquire skills and knowledge to perform their jobs effectively. Training and development programs are organised for both new and existing employees. Employees are prepared for higher level responsibilities through training and development.

### 5. Employee Workforce :-

This function refers to various services, benefits and facilities that are provided to employee for their well-being.

### 6. Maintenance :-

HR is considered as asset for the organisation, employee turnover is not considered good for the organisation. HRM always tries to keep their

best performing employees with the organisation.

### III Advisory Functions:-

HRM is expert in managing human resource and so can give advise on matters related to human resource of the organisation.

#### 1. Advised to top management :-

personnel manager advises the top management in formulation and evaluation of personnel programs, policies and procedures.

#### 2. Advised to Department heads :-

personnel manager advises the heads of various department on matters such as manpower planning, job analysis, job design, recruitment, selection, training, placement, performance appraisal.

Assignment No.: 3

Assignment Topic: Process of job analysis

3. Describe the process of job analysis? -

A) Process of job analysis

- Determination of uses of job analysis
- Strategic choice in job analysis
- Information collection
- Information processing

↓                                  ↓  
Job description                      Job specification.

1. Determination of uses of job analysis -

Job analysis was used primarily for recruitment and selection. As the complexity of managing human resource increased the scope of the use of job analysis also increased. It covers many more areas.

2. strategic choices in job analysis -

With regards to job analysis an organization is required to make following choices.

a. Employee involvement :-

It involves collecting job related information that is duties, responsibilities, skills and knowledge require to perform the jobs employees are often asked to supply full information about the contents of job.

b. level of details :-

The level of analysis may change from detailed as in time and studies to broad as analysing job based on general duties.

### C. Sources of job data:-

The most direct source of information of a job is the job holder, & no. of other human and non-human sources are available. These sources may provide information on average job holder.

### 3. Information collection:-

The steps involves decisions on 3 issues.

1. types of job analysis information.
2. persons involved in information collection.
3. methods for data collection.

#### 3.1 Types of job Analysis information:-

Considerable information is needed for the successful accomplishment of job analysis. It identifies the job's actual duties and responsibilities together, other types of data, work activities, machines, tools, equipment etc..

#### 3.2 persons involved in information collection:-

There are 3 categories of persons involved in information collection that is trained job analysts, superiors and job holders.

#### 3.3 Method for Data Collection:-

Various methods are used to collect information for job analysis like questionnaires, Check list, interview, observations, technical, Conference etc..

tp:

Date : .....

Page No. !! .....

Assignment No. : .....

Assignment Topic : .....

#### 4. Information processing :-

Once the job information has been collected, it needs to be processed so that it would be useful in various personnel functions, different job methods, different outputs or products, the most common output of job analysis is job description and job specification.

Assignment No.: 4

Assignment Topic: Tools &amp; Techniques of selection

A. Describe the various tools & techniques of selection?

A. meaning:-

Selection can be conceptualized in terms of either choosing the fit candidate or rejecting the unfit candidate. It is a process of more no. of candidates has actually selected through requirement process.

Definition:-

According to Thomas stone :-

"Selection is a process of difference between applicants in order to identify those greater likelihood of success in a job."

Tools & Techniques of selection:

# Application screening:

Initial review of applicants to filter out candidates who do not meet basic requirements.

reviewing resumes, cover letters & applicants to match candidate qualifications with job requirements.

# Preliminary interview:

Conduct a quick assessment of the candidate fit for the position. Typically a short interview often conducted over the phone or video to discuss basic qualifications, expectations & availability.

# Psychometric testing:

Evaluate candidate personality, cognitive abilities and behaviour traits. Tests are administered

to assess various attributes like reasoning skills, emotional intelligence, & problem solving abilities

\* Aptitude test:

measure specific skill or knowledge relevant to the job. candidates complete tasks or answer questions that demonstrate their ability to perform job related functions like language, numerical or technical skills.

\* Technical skills & Test:-

Directly assess the technical required for a specific role candidates tasks that demonstrate their competency in areas like software development data analysis or machine operation.

\* Group discussion:

Evaluate interpersonal communication and problem-solving skills candidates discuss a topic in a group setting, allowing assessors to observe their team work, leadership potential & communication style.

\* Reference checks:-

validate the candidates qualifications and work history, previous employers or professional contracts are contacted to confirm the candidates past performance reliability and role suitability.

Assignment No.: 5

Assignment Topic: Techniques of training

5. Discuss the techniques or methods of training in an organisation.

A. Hiring the most qualified person for a position in organisation is start to ensuring a high rate of productivity and job satisfaction. organisations are spending thousand of dollars every year to provide training to their employees so that their skills are constantly updated and improved. Employee training methods have been found to be a great source of motivation to an employee and also contribute to their job satisfaction. A multiple methods of training are used to train employees, the mostly commonly used methods and techniques are ten types.

I) on the job training method:-

1. on specific jobs-

on the job training methods is used to provide training for a specific job such as electrical motor, mechanic, plumber etc.

a) Experience:-

this is the oldest method of on the job training. learning by experience can't and shouldn't be eliminated as a method of development through as a soul approach, it is a wasteful, time consuming and inefficient.

### b) coaching:-

on the job coaching by the supervisor is an important and potentially effective approach is superior the technique. involves direct personnel in instruction and guidance, usually with extensive demonstration.

### 2. Job rotation:-

The major objective of job rotation is training the broadening of the background of trainee in the organisation. If trainee is rotated periodically from one job to another job, he acquires a general background.

### 3. Special projects:-

This is a very flexible training device. The trainee may be asked to perform special assignments thereby he learns the work procedure.

### 4. Apprenticeship:-

Under this method the trainee is placed under a qualified supervisor or instructor for a long period of time depending upon the job and skill required. wages paid to the trainee are much less than those paid to qualified workers.

### 5. Vestibule training:-

Conducting training away from the actual work place but providing a simulated work environment with all necessary equipment. It can be created in a classroom or a workshop. The machines, materials and tools used under this method is same as those used in the actual perfor-

Assignment No. ....

Assignment Topic : .....

-mice in the factory.

### 6. Multiple management:-

Emphasizes the use of committees to increase the flow of ideas from less experienced managers and to train them for them position of greater responsibility.

### II of ten job training method:-

#### 1. Special courses and Lectures:-

Lecturing is the most traditional form of formal training method, special courses and lectures can be established by business organisations in numerous ways as a part of their development programs.

#### 2. Conferences:-

This is also an old method, but still a favourite training method. In order to escape the limitations of straight lecturing, many organisations have guided discussion type of conferences in their training programs. In this method the participants ideas and experience attempting to arrive at improved methods of dealing with the problems.

#### 3. Case studies:-

This techniques has been developed, popularized by Harvard business school, USA. is one of the most common forms of training a case is a written account of a trained reporter of

Analyst seeking to describe an actual situation.

#### 4. Brainstorming:-

This is the method of stimulating train to creative thinking. This approach developed by Alex Osborn. Seeks to reduce inhibitory causes by providing for a maximum of group participation and a minimum of criticism. A problem is posed and ideas are invited.

#### 5. Laboratory training:-

Laboratory training adds to conventional training by providing situations in which the train themselves experience through their own interaction. Laboratory training is more concerned about changing individual behaviour and attitude.

There are two methods of laboratory training simulation and sensitive training.

#### Simulation:-

It is a popular technique of management development. Simulation of performance. In this method instead of taking participant into real field, the field can be simulated in the training session itself. It is the prevention of real situation of organisation in the training session.

There are two simulation methods role planning & business game.

#### a) Role playing:-

It is one of the greatest use in connection with human relations training. It is also

Date : .....

Page No. .... 19 .....

Assignment No. : .....

Assignment Topic : .....

a) Sales training, it is a spontaneous acting of a realistic situation involving two or more persons.

b) gaming :-

It has been used for variety of training objectives from investment strategy. It has been used at all levels from the executives for the production supervisors.

Sensitive training :-

It is the most controversial laboratory training method many of the advocates have an almost religious zeal in their enhancement with the training gap experience.

Date: 21/2/25

Assignment No.: 6

Page No.... 21

Assignment Topic: D/F of training & executive development

6. What is meant by training & executive development? Explain its difference?

A. Training:-

Training is a process in which the trainees get an opportunity to learn the skills which are required to do the job. Learning with earning is known as training. It helps the employees to understand the complete job requirement.

Development:-

The training for the top level employees is considered as development. It is also known as management or executive development. It is a ongoing system procedure in which managerial staff learns to enhance theoretical knowledge.

Training	Development
It focuses on job specific skill and immediate performance; it addresses specific tasks or functions that an employee must perform.	It focuses on personal and professional growth that prepares employees for higher responsibilities or leadership roles.
The objective of training is to improve current job performance, teaching	The objective of development is to prepare employees for future roles by enhancing

employees the necessary skills to carry out day-to-day tasks efficiently.

It time frame is short term and specific to the current job requirement

It is a narrow in scope focused on particular skill and knowledge on technologies needed to perform the specific task.

Training methods include on the job training, work shops, seminars, E-learning courses, trained to the specific task at hand

Training generally target employees in specific job roles, who need to improve certain skills.

leadership, decision making and strategic thinking.

time frame is a long term process. It's continuously growth, skill acquisition and career advancement over time.

It's scope is wider, it aims at a comprehensive improvement of an employee's overall capabilities.

It includes activities like mentorship, coaching, job rotation, formal education and exposure to new roles or challenges.

It aims at employees at all levels, especially those with high potential, preparing them for future leadership or managerial roles.

Date : .....

Page No. 23

Assignment No. : .....

Assignment Topic : .....

It's evaluation is measured by immediate job performance, skill proficiency, or task completion rates.

It's evaluated through long term career growth, leadership effectiveness and ability to take on higher level responsibilities.

It's nature is reactive, responding to immediate performance needs or skill gaps

It's nature is pro-active designs to ensure continuous and professional growth

Training is mostly for non-managing staff and workers, it is one short deal goals of training are short term gains

The development for managers and executives so it is a continuously ongoing process and long term awards.

Assignment No.: 7

Assignment Topic: Process of performance appraisal

7. What is meant by performance appraisal? Explain its process?

A) Performance evaluation is a systematic process that evaluates an employee's job performance and productivity in a given period. This process helps organisations assess individual contributions, identify areas for improvement and make informed decisions about promotions, training, and compensation. In this process involves several steps.

#### 1. Goal setting:-

At the beginning of the performance appraisal cycle, managers and employees collaboratively set specific and measurable goals. These goals should align with the overall objectives of the organisation and the employee's role. Clear expectations are crucial for an effective performance appraisal.

#### 2. Continuous feedback:-

Throughout the performance period, managers provide regular feedback to employees. This can be in the form of informal discussions, check-ins or progress reviews. Continuous communication ensures that employees are aware of their performance and can make necessary adjustments in real-time.

### Self Assessment :-

Employees are often given the opportunity to evaluate their own performance. This self assessment allows them to reflect on their achievements, challenges and areas for improvement. It also promotes self awareness and encourages employees.

### Performance Appraisal meetings :-

Formal meetings are scheduled between managers and employees to discuss the performance appraisal. During these meetings both parties have the chance to share their perspectives, discuss achievements & challenges and explore opportunities for growth.

### Rating or Grading :-

Managers assign ratings or grades to employees based on their performance. This step involves comparing actual performance against pre-defined standards or benchmarks.

### Documentation :-

It is essential to document the performance appraisal process, including goal feedback, ratings and developing plans. This documentation serves as a reference for future appraisals, promotions and decisions related to employee development.

### Conclusion :-

A well structured performance appraisal process is integral to organisational success, promotion, employee development and ensuring alignment with overall business goals.

Assignment Topic: methods of performance appraisal

Q. Explain the methods of performance appraisal?

In order to achieve the organisational objectives a variety of performance appraisal methods have been developed. The choice of methods depends on organisational objectives, size, product, technology etc... It can be divided into 2 types.

\* Traditional method

\* Modern method.

I. Traditional / past oriented methods:-

\* Graphic Rating scales:-

It GRS also known as linear or simple rating scale. It present appraisals with a list of traits assumed to be necessary for successful job performance.

A five or seven point rating scale accompanies each trait, the midpoint of the scale is usually anchored by such words as avg, satisfactory etc..

\* Straight Ranting method:-

This is the simplest and oldest method of performance appraisal with the straight ranking approach all employee's are ranked from best to worst on the basis of comparative overall performance.

\* Paired Comparison method:-

This method is probably evolved in succession to the straight ranking method in order to provide a systematic procedure for

determining the relative ranks of the people.

#### \* Critical Incident method:-

In this method the performance appraisal involved in identifying and describing specific events where the employee did something really well or something that need improvement.

#### \* Confidential Report:-

It is mostly used in govt organisations. It is a descriptive report prepared at the end of every year by the employees immediate supervisor. This report highlights the strength and weakness of the subordinate.

#### \* Group Appraisal method:-

It is generally observe that some evaluators, evaluate their employees according to very high standards as per the usual practice, this may not be needed. This happens when the performance of the evaluator himself is outstanding which is while he expects the same from his group.

#### II modern / future oriented method :-

##### \* Assessment centers:-

It is a modern assessment method by future performing assessing the employees for achievement and by setting targets an assessment center together to have their participation in job related exercises evaluated by trained observers.

Date : .....

Assignment No. : .....

Page No. 29

Assignment Topic : .....

### \* 360-Degree performance appraisal :-

360° Appraisal can be defined as the systematic collection and feed back of performance data on an individual or group derived from a no. of the stakeholders in their performance.

### \* Behaviourally Anchored Rating scales :-

BARS sometimes called behavioural expectation scales are rating scales whose scale points are determined by statements of effective and ineffective behaviour.

### \* management by objectives :-

It was Peter F. Drucker who first gave the concept MBO. It is an individual evaluation method which measures task output rather than behaviours. It is also called appraisal by result.

### \* Psychological Appraisal :-

Large organisations employ full time industrial psychologists. When psychologists are used for evaluations, they assess an individual's future potential and not past performance.

### \* Human Resource Accounting :-

This method attaches money estimates in the value of manpower of an organization.

The process is somewhat like estimating the good will value, and can be appraised by developing

a procedure to understand undertake periodic measurement of certain variables, such variables are either categorized as key variables or intervening variables.

Date : 10/3/25

Assignment No. : 09

Assignment Topic : Objectives of Industrial Relations.

Page No. 31

Q. What are the objectives of industrial relations?

A. Industrial relations are used to denote the collective relationships between management and the workers. The industrial relations used to cover aspects of industrial life as trade union, collective bargaining, worker participation, industrial disputes and interpretation of labour laws and rules and code of conduct.

Definition :-

According to the I.L.O., "Industrial relations deal with either the relationships between the state and the employers and the workers organization or the relation between the occupational organizations themselves".

Objectives :-

1. Promote industrial Harmony :-

Maintain peaceful and co-operative relationship between employers and employees.

2. Resolve Conflicts and Disputes :-

Prevent and settle conflicts through negotiation and dialogue.

3. Enhance productivity :-

Improve productivity and efficiency by fostering a positive work environment.

4. Ensure fair Treatment :-

Guarantee fair and just treatment of all employees.

5. stability in the workplace:-

Establish a stable workplace by minimizing industrial actions like strikes and lockouts.

6. compliances with labour laws:-

Ensure adherence to labor laws, regulations and ethical standards.

7. promote employee welfare:-

Improve working conditions, health and safety, as well as social benefits for employees.

8. facilitate collective bargaining:-

Promote fair negotiations between employees and employers.

9. develop positive employer-employee relations:-

Build a cooperative and mutually beneficial relationship between both parties.

10. Employee motivation and satisfaction:-

Increase job satisfaction and motivation, reducing turnover and absenteeism.

11. manage trade union activities:-

Regulate trade union activities and ensure lawful operations.

12. foster organisational growth:-

Contribute to the company's success by promoting stable industrial relations.

13. prevent industrial actions:-

Avoid disruptions like strikes by addressing grievances proactively.

Assignment Topic: Types of collective Bargaining.

Q. What is meant by collective bargaining? Explain its types?

A. Collective bargaining involves discussions and negotiations between two groups as to the terms and conditions of employment. It is called 'collective' because both the employer and the employee act as a group rather than as individuals. It is known as 'bargaining' because the method of reaching an agreement involves proposals and counter proposals, offers and counter offers and other negotiations.

meaning:-

Collective bargaining is a process of negotiations between employees and the representatives of a unit of employee aimed at reaching agreement that regulate working conditions. Collective agreement usually set out wage scales, working hours, training, health and safety, overtime, grievance mechanisms and rights to participate in workplace or company affairs.

Types of Collective Bargaining:-

1. Distributive Bargaining:-

It involves haggling over the distribution of surplus. Under it, the economic issues like wages, salaries and bonus are discussed. In distributive bargaining, one party's gain is another party's

loss. This is most commonly explained in terms of a pie. In general, distributive bargaining tends to be more competitive. This type of bargaining is also known as conjunctive bargaining.

#### 2. Integrative Bargaining:-

This involves negotiation of an issue on which both the parties may gain or at least neither party loses. For example, representatives of employee side may bargain over the better training programme or a better job evaluation method. Here both the parties are trying to make more of something. In general, it tends to be more co-operative than distributive bargaining. This type of bargaining is also known as cooperative bargaining.

#### 3. Attitudinal restructuring:-

This involves shaping and reshaping some attitudes like trust or distrust, friendliness or hostility between labor and management. When there is a backlog of bitterness between both the parties, attitudinal restructuring is required to maintain smooth and harmonious industrial relations. It develops a bargaining environment and creates trust and cooperation among the parties.

#### 4. Intra-organizational Bargaining:-

It generally aims at resolving internal conflicts. This is a type of maneuvering to achieve consensus with the workers and

Date : .....

Page No. .... 35

Assignment No. ....

Assignment Topic : .....

management. Even with the union there may be differences between groups. For example, skilled workers may feel that they are neglected or women workers may feel that their interests are not looked after properly. Within the management also, there may be differences. Trade unions moreover to achieve consensus among the conflicting groups.