

Q1 Define Human Resource Management (HRM). Explain scope of HRM

Ans: Definition of Human Resource Management (HRM)

Human resource management is organizing, coordinating, and managing employees within an organization to carry out an organization's mission, vision, and goals. This includes recruiting, hiring, training, compensating, retaining, and motivating employees.

HRM staff also develops and enforces policies and procedures that help ensure employee safety. The HRM team manages adherence to federal and state laws that may work to protect employees' private information and ensure their physical safety and mental and emotional well-being. Organizations of varying sizes and industries rely on HRM to keep business running smoothly and efficiently.

Human Resource Management (HRM) is the process of managing the human resources of an organization to achieve its objectives effectively and efficiently. It involves the management of people in the workplace, including their recruitment, selection, training and development, performance management, compensation and benefits, and employee relations

Scope of HRM

The scope of HRM is indeed vast. All major activities in the working life of a worker – from the time of his or her entry into an organization until he or she leaves the organizations comes under the purview of HRM. The major HRM activities include HR planning, job analysis, job design, employee hiring, employee and executive remuneration, employee motivation, employee maintenance, industrial relations and prospects of HRM.

The scope of Human Resources Management extends to:

- All the decisions, strategies, factors, principles, operations, practices, functions, activities and methods related to the management of people as employees in any type of organization.
- All the dimensions related to people in their employment relationships, and all the dynamics that flow from it

The scope of HRM is really vast. All major activities in the working life of a worker – from the time of his or her entry into an organization until he or she leaves it comes under the purview of HRM. American Society for Training and Development (ASTD) conducted fairly an exhaustive study in this field and identified nine broad areas of activities of HRM.

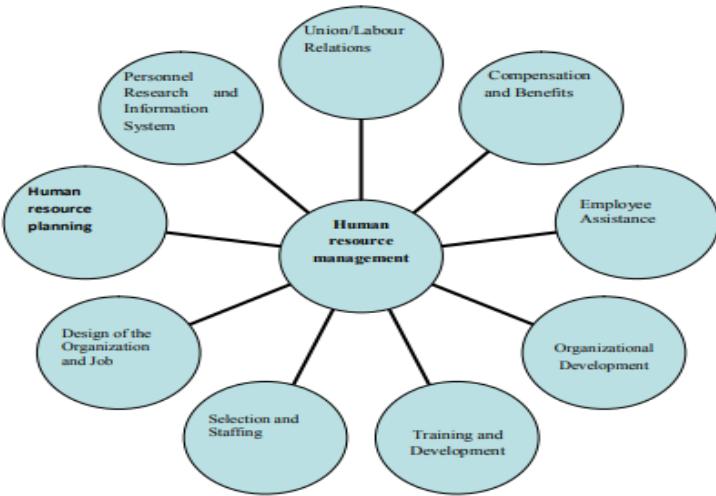


Figure 1.1: Scope of HRM

These are given below:

- Human Resource Planning
- Design of the Organization and Job
- Selection and Staffing
- Training and Development
- Organizational Development
- Compensation and Benefits
- Employee Assistance
- Union/Labour Relations
- Personnel Research and Information System
 - a) **Human Resource Planning:** The objective of HR Planning is to ensure that the organization has the right types of persons at the right time at the right place. It prepares human resources inventory with a view to assess present and future needs, availability and possible shortages in human resource. Thereupon, HR Planning forecast demand and supplies and identify sources of selection. HR Planning develops strategies both long-term and short-term, to meet the man-power requirement.
 - b) **Design of Organization and Job:** This is the task of laying down organization structure, authority, relationship and responsibilities. This will also mean definition of work contents for each position in the organization. This is done by "job description". Another important step is "Job specification". Job specification

identifies the attributes of persons who will be most suitable for each job which is defined by job description.

- c) **Selection and Staffing:** This is the process of recruitment and selection of staff. This involves matching people and their expectations with which the job specifications and career path available within the organization.
- d) **Training and Development:** This involves an organized attempt to find out training needs of the individuals to meet the knowledge and skill which is needed not only to perform current job but also to fulfil the future needs of the organization
- e) **Organizational Development:** This is an important aspect whereby "Synergetic effect" is generated in an organization i.e. healthy interpersonal and inter-group relationship within the organization.
- f) **Compensation and Benefits:** This is the area of wages and salaries administration where wages and compensations are fixed scientifically to meet fairness and equity criteria. In addition labour welfare measures are involved which include benefits and services.
- g) **Employee Assistance:** Each employee is unique in character, personality, expectation and temperament. By and large each one of them faces problems everyday. Some are personal some are official. In their case he or she remains worried. Such worries must be removed to make him or her more productive and happy.
- h) **Union-Labour Relations:** Healthy Industrial and Labour relations are very important for enhancing peace and productivity in an organization. This is one of the areas of HRM
- i) **Personnel Research and Information System:** Knowledge on behavioral science and industrial psychology throws better insight into the workers expectations, aspirations and behaviour. Advancement of technology of product and production methods have created working environment which are much different from the past. Globalization of economy has increased competition many fold. Science of ergonomics gives better ideas of doing a work more conveniently by an employee. Thus, continuous research in HR areas is an unavoidable requirement. It must also take special care for improving exchange of information through effective communication systems on a continuous basis especially on moral and motivation.

Q2. Explain the qualities and role of HR manager in HRM.

Ans: Key Qualities of an HR Manager

- Sympathetic Attitude
- Quick Decisions
- Integrity

- Patience
- Formal Authority
- Leadership
- Social Responsibility
- Good Communication Skills

Pat Mc Lagan has suggested nine roles that are played by HR practitioners

1. To bring the issues and trends concerning an organization's external and internal people to the attention of strategic decision makers and to recommend long term strategies to support organizational excellence and endurance.
2. To design and prepare HR systems and actions for implementation so that they can produce maximum impact on organizational performance and development.
3. To facilitate the development and implementation of strategies for transforming one's own organization by pursuing values and visions.
4. To create a positive relationship with the customer's by providing them with the best services; to utilize the resources to the maximum and to create commitment among the people who help the organization to meet the customers needs whether directly connected or indirectly connected to the organization.
5. To identify the learning needs hence to design and develop structured learning programmes and materials to help accelerate learning for individuals and groups.
6. To enable the individuals and groups to work in new situations and to expand and change their views so that people in power move from authoritarian to participative models of leadership.
7. To help employees to assess their competencies, values and goals so that they can identify, plan and implement development plans.
8. He also assists the individual employee to add values in the workplace and to focus on the interventions and interpersonal skills for helping people change and sustain change.
9. He assesses the HRD practices and programmes and their impact and to communicate results so that the organization and its people accelerate their change and development.

According to Dave Ulrich HR play's four key roles.

1. Strategic Partner Role-turning strategy into results by building organizations that create value;
2. Change Agent Role- making change happen, and in particular, help it happen fast
3. Employees Champion Role—managing the talent or the intellectual capital within a firm
4. Administrative Role—trying to get things to happen better, faster and cheaper.

The role HR in organizations has undergone an extensive change and many organizations have gradually oriented themselves from the traditional personnel management to a human resources management approach. The basic approach of HRM is to perceive the organization as a whole. Its emphasis is not only on production and productivity but also on the quality of life. It seeks to achieve the paramount development of human resources and the utmost possible socio-economic development.

Q3. Explain HRM in Indian and global environment.

Ans: **Human Resource Management (HRM) in the Indian environment** is unique and complex due to the country's diverse culture, large population, and complex labor laws. HRM in India focuses on managing the organization's workforce to achieve business goals and objectives, while also ensuring compliance with local labor laws and regulations. Some of the key aspects of HRM in India are discussed below:

1. Talent Management: Talent management is a key aspect of HRM in India. The country has a large and diverse workforce, which requires HR managers to develop strategies to attract, retain, and develop talent. Companies in India invest in employee training and development programs to improve employee skills and enhance productivity.
2. Compliance with Labor Laws: India has a complex and highly regulated labor environment. HR managers in India have to comply with various labor laws related to minimum wages, working hours, employee benefits, and working conditions. Failure to comply with these laws can result in legal and financial penalties.
3. Recruitment and Selection: Recruitment and selection are critical aspects of HRM in India. Companies have to attract the right talent to achieve their business goals. HR managers in India have to navigate a highly competitive job market and develop effective recruitment strategies to attract the best candidates.
4. Performance Management: Performance management is another important aspect of HRM in India. Companies have to set performance targets and evaluate employee performance against these targets. HR managers in India use various tools and

- techniques, such as performance appraisals and feedback, to improve employee performance and productivity.
5. Employee Engagement and Retention: Employee engagement and retention are important aspects of HRM in India. Companies invest in employee engagement programs, such as team-building activities and employee recognition programs, to improve employee motivation and retention. HR managers in India also focus on creating a positive work environment and improving work-life balance to retain top talent.

Overall, HRM in India is a complex and challenging field due to the country's diverse culture, complex labor laws, and highly competitive job market. HR managers in India have to develop effective strategies to manage the organization's workforce and achieve business goals while also ensuring compliance with local labor laws and regulations.

Human Resource Management (HRM) in the global environment involves managing an organization's human resources across different countries and cultures. HRM in the global environment focuses on developing HR strategies that are tailored to local cultures and labor laws, while also aligning with the organization's global business goals. Some of the key aspects of HRM in the global environment are discussed below:

1. Recruitment and Selection: Recruitment and selection are critical aspects of HRM in the global environment. Companies have to attract and retain talent from different countries and cultures, which requires HR managers to develop effective recruitment strategies that are tailored to local labor markets. HR managers also have to navigate different cultural norms and practices when selecting candidates.
2. Cross-Cultural Communication and Training: HR managers in the global environment have to develop effective cross-cultural communication strategies to manage a diverse workforce. Companies invest in cross-cultural training programs to help employees understand and respect different cultural backgrounds, which can improve collaboration and teamwork.
3. Compliance with Local Labor Laws: HR managers in the global environment have to comply with local labor laws and regulations when operating in different countries. Failure to comply with local labor laws can result in legal and financial penalties. HR managers have to stay up-to-date with local labor laws and regulations and develop HR policies and practices that comply with local laws.
4. Compensation and Benefits: HR managers in the global environment have to develop compensation and benefits packages that are competitive in different countries and cultures. Companies have to consider local labor markets, tax laws, and social security systems when developing compensation packages. HR managers also have to consider cultural norms and practices when developing benefits packages.

5. Performance Management: HR managers in the global environment have to develop effective performance management strategies that are tailored to local cultures and business practices. Companies have to set performance targets that are aligned with global business goals while also taking into account local cultural practices and norms.

Overall, HRM in the global environment is complex and challenging due to the need to manage a diverse workforce across different countries and cultures. HR managers in the global environment have to develop effective HR strategies that are tailored to local cultures and labor laws, while also aligning with the organization's global business goals. Effective HRM in the global environment can help companies attract and retain talent, improve collaboration and teamwork, and achieve global business success.

Q4 Differentiate between HRM and Personnel Management.

Ans: Comparison Chart

BASIS FOR COMPARISON	PERSONNEL MANAGEMENT	HUMAN RESOURCE MANAGEMENT
Meaning	The aspect of management that is concerned with the work force and their relationship with the entity is known as Personnel Management.	The branch of management that focuses on the most effective use of the manpower of an entity, to achieve the organizational goals is known as Human Resource Management.
Approach	Traditional	Modern
Treatment of manpower	Machines or Tools	Asset
Type of function	Routine function	Strategic function
Basis of Pay	Job Evaluation	Performance Evaluation
Management Role	Transactional	Transformational
Communication	Indirect	Direct
Labor Management	Collective Bargaining Contracts	Individual Contracts
Initiatives	Piecemeal	Integrated

BASIS FOR COMPARISON	PERSONNEL MANAGEMENT	HUMAN RESOURCE MANAGEMENT
Management Actions	Procedure	Business needs
Decision Making	Slow	Fast
Job Design	Division of Labor	Groups/Teams
Focus	Primarily on mundane activities like employee hiring, remunerating, training, and harmony.	Treat manpower of the organization as valued assets, to be valued, used and preserved.

HRM (Human Resource Management) and Personnel Management are two approaches to managing the organization's human resources. While both approaches focus on managing the workforce, there are some key differences between the two. Some of the main differences are outlined below:

1. Definition: HRM is a modern and strategic approach to managing human resources, which focuses on the organization's strategic goals and the employees' development and engagement. In contrast, Personnel Management is a traditional and administrative approach to managing human resources, which focuses on the organization's administrative tasks and compliance with labor laws and regulations.
2. Nature of Work: HRM is proactive in nature and involves a continuous effort to align HR strategies with the organization's goals and objectives. It is forward-looking and aims to create a positive work environment that encourages employee development and growth. Personnel Management, on the other hand, is reactive in nature and focuses on addressing issues as they arise, such as employee complaints and grievances.
3. Employee Involvement: HRM emphasizes employee involvement and participation in decision-making processes. HRM recognizes the importance of involving employees in decision-making to increase employee engagement, motivation, and satisfaction. Personnel Management, on the other hand, is hierarchical in nature and emphasizes the role of managers in making decisions.
4. Approach to Training and Development: HRM emphasizes continuous employee training and development to improve employee skills, productivity, and performance. In contrast, Personnel Management focuses on providing training and development opportunities only when required by law or for compliance purposes.
5. Role of HR Department: In HRM, the HR department is viewed as a strategic partner in achieving the organization's goals and objectives. The HR department works closely with senior management to develop HR strategies that are aligned with the organization's goals. In contrast, in Personnel Management, the HR department is viewed as a support function that focuses on administrative tasks such as payroll, benefits administration, and compliance with labor laws.

In summary, HRM is a more strategic and proactive approach to managing human resources, focusing on aligning HR strategies with the organization's goals and objectives, employee development, and involvement. Personnel Management, on the other hand, is a more reactive and administrative approach to managing human resources, focusing on compliance with labor laws and regulations, and addressing employee grievances and complaints.

Q5. Discuss in detail the changing role of Human resource Management.

Ans: The role of Human Resource Management (HRM) has evolved significantly over the years from its traditional role as an administrative function to a strategic business partner. Today's HRM professionals play a vital role in creating a positive work environment, developing and retaining talent, and driving organizational success. In this answer, we will discuss in detail the changing role of HRM:

1. **Strategic Business Partner:** One of the significant changes in the role of HRM is its shift from an administrative function to a strategic business partner. Today's HR professionals work closely with the organization's leadership team to align HR strategies with the organization's goals and objectives. HRM has become a critical driver of organizational success, playing a vital role in shaping and implementing the organization's business strategy.
2. **Talent Management:** Another significant change in the role of HRM is the focus on talent management. Today's HR professionals are responsible for attracting, retaining, and developing top talent. They work to create a positive work environment that encourages employee growth, engagement, and performance. HR professionals are also responsible for developing talent management programs that help identify and develop high potential employees.
3. **Employee Engagement:** HRM has also become increasingly focused on employee engagement. Today's HR professionals work to create a work environment that encourages employee engagement, motivation, and satisfaction. They develop and implement employee engagement programs that encourage communication, recognition, and feedback.
4. **Technological Advancements:** HRM has also been impacted by technological advancements. Today's HR professionals use technology to streamline administrative tasks such as payroll and benefits administration, allowing them to focus on more strategic initiatives such as talent management and employee engagement. HR professionals also use technology to collect and analyze data to make informed decisions about HR policies and practices.
5. **Diversity and Inclusion:** Another significant change in the role of HRM is the focus on diversity and inclusion. Today's HR professionals work to create a diverse and inclusive work environment that values and respects differences. They develop and implement diversity and inclusion programs that help foster an inclusive culture and promote diversity at all levels of the organization.

In summary, the role of HRM has evolved significantly from its traditional administrative function to a strategic business partner. Today's HR professionals are responsible for talent management, employee engagement, technology, diversity and inclusion, and other critical business initiatives that drive organizational success. HRM has become an essential driver of organizational success and plays a vital role in shaping and implementing the organization's business strategy.

Q6. List and explain various factors affecting Recruitment.

Ans: Factor Affecting Recruitment

The factors affecting recruitment can be classified as internal and external factors. The internal factors are:

- Wage and salary policies;
- The age composition of existing working force;
- Promotion and retirement policies;
- Turnover rates;
- The nature of operations involved the kind of personnel required;
- The level and seasonality of operations in question;
- Future expansion and reduction programmes;
- Recruiting policy of the organisation;
- Human resource planning strategy of the company;
- Size of the organisation and the number of employees employed;
- Cost involved in recruiting employees, and finally;
- Growth and expansion plans of the organisation.

The external factors are:

- Supply and demand of specific skills in the labour market;
- Company's image perception of the job seekers about the company.
- External cultural factors: Obviously, the culture may exert considerable check on recruitment. For example, women may not be recruited in certain jobs in industry.

- Economic factors: such as a tight or loose labour market, the reputation of the enterprise in the community as a good pay master or otherwise and such allied issues which determine the quality and quantity of manpower submitting itself for recruitment.
- Political and legal factors also exert restraints in respect of nature and hours of work for women and children, and allied employment practices in the enterprise, reservation of Job for SC, ST and so on.

Q7. What is human resource planning?

Ans: Human resource planning is important for helping both organizations and employees to prepare for the future. The basic goal of human resource planning is to predict the future and based on these predictions, implement programmes to avoid anticipated problems. Very briefly humans resource planning is the process of examining an organization's or individual's future human resource needs for instance, what types of skills will be needed for jobs of the future compared to future human resource capabilities (such as the types of skilled employees you already have) and developing human resource policies and practices to address potential problems for example, implementing training programmes to avoid skill deficiencies.

According to Vetter, "HRP is the process by which management determines how the organization should move from its current man power position to desired manpower position. Through planning, management strives to have the right time, doing things which result in both the organization and individual receiving maximum long run benefits".

According to Gordon Mc Beath, "HRP is concerned with two things: Planning of manpower requirements and Planning of Manpower supplies".

According to Beach, "HRP is a process of determining and assuming that the organization will have an adequate number of qualified persons, available at proper times, performing jobs which meet the needs of the enterprise and which provides satisfaction for the individuals involved"

Simply HRP can be understood as the process of forecasting an organization's future demands for and supply of the right type of people in the right number. In other words HRP is the process of determining manpower needs and formulating plans to meet these needs.

HRP is a Four-Phased Process.

- The first phase involves the gathering and analysis of data through manpower inventories and forecasts,
- The second phase consists of establishing manpower objectives and policies and gaining top management approval of these.

- The third phase involves designing and implementing plans and promotions to enable the organization to achieve its manpower objectives.
- The fourth phase is concerned with control and evaluation of manpower plans to facilitate progress in order to benefit both the organization and the individual. The long run view means that gains may be sacrificed in the short run for the future grounds. The planning process enables the organization to identify what its manpower needs are and what potential manpower problems require current action. This leads to more effective and efficient performance.

Q8. List and explain various factors Human resource planning.

Ans: Factors Affecting HRP

HRP is influenced by several factors. The most important of the factors that affect HRP are (1) type and strategy of organization (2) organizational growth cycles and planning (3) environmental uncertainties (4) time horizons (5) type and quality of forecasting information (6) nature of jobs being filled and (7) off loading the work

1. **Type and Strategy of the Organization:** Type of the organization determines the production processes involved, number and type of staff needed and the supervisory and managerial personnel required. HR need is also defined by the strategic plan of organization. If the organization has a plan for organic growth then organization need to hire additional employees. On the other hand if the organization is going for mergers and acquisition, then organization need to plan for layoffs, as mergers can create, duplicate or overlap positions that can be handled more efficiently with fewer employees.

Organization first decides whether to be reactive or proactive in HRP. Organizations either carefully anticipate the needs and systematically plan to fill the need in advance (proactive) or can simply react to the needs as they arise (reactive). Likewise, the organization must determine the width of the HR plan. Organization can choose a narrow focus by planning in only one or two HR areas like recruitment and selection or can have a broad perspective by planning in all areas including training and remuneration.

The nature of HR plan is also decided upon the formality of the plan. It can decide to have an informal plan that lies mostly in the minds of the managers and personnel staff or can have a formal plan which is properly documented in writing.

The nature of HR plan is also depended upon the flexibility that is practiced in the organization. HR plan should have the ability to anticipate and deal with contingencies. Organizations frame HRP in such a way that it can contain many contingencies, which reflect different scenarios thereby assuring that the plan is flexible and adaptable.



Figure 2.1 : Factors Affecting HRP.

2. **Organizational Growth Cycles and Planning:** All organizations pass through different stages of growth from the day of its inception. The stage of growth in which an organization is determines the nature and extends of HRP. Small organizations in the earlier stages of growth may not have well defined personnel planning. But as the organization enters the growth stage they feel the need to plan its human resource. At this stage organization gives emphasis upon employee development. But as the organization reaches the mature stage it experience less flexibility and variability resulting in low growth rate. HR planning becomes more formalized and less flexible and less innovative and problem like retirement and possible retrenchment dominate planning.
During the declining stage of the organization HRP takes a different focus like planning to do the layoff, retrenchment and retirement. In declining situation planning always becomes reactive in nature towards the financial and sales distress faced by the company
3. **Environmental Uncertainties:** Political, social and economic changes affect all organizations and the fluctuations that are happening in these environments affect organizations drastically. Personnel planners deal with such environmental uncertainties by carefully formulating recruitment, selection, training and development policies and programmes. The balance in the organization is achieved

through careful succession planning, promotion channels, layoffs, flexi time, job sharing, retirement, VRS and other personnel related arrangements.

4. **Time Horizons:** HR plans can be short term or long term. Short term plans spans from six months to one year, while long term plans spread over three to twenty years. The extent of time period depends upon the degree of uncertainty that is prevailing in an organizations environment. Greater the uncertainty, shorter the plan time horizon and vice versa.

Short Planning period- uncertainty/ instability

Many new competitors Rapid changes in social and economic conditions

Unstable product/ service demand patterns Small organizational size, poor management practices (crisis Management)

Long planning period- certainty/ stability

Strong competitive position Evolutionary, rather than rapid social, political and technological change

Stable demand patterns Strong management practices

5. **Type and Quality of information:** The information used to forecast personnel needs originates from a multitude of sources. The forecast depends to a large extent upon the type of information and the quality of data that is available to personnel planners. The quality and accuracy of information depend upon the clarity with which the organizational decision makers have defined their strategy, structure, budgets, production schedule and so on.
6. **Nature of Jobs Being Filled:** Personnel planners need to be really careful with respect to the nature of the jobs being filled in the organization. Employees belonging to lower level who need very limited skills can be recruited hastily but, while hiring employees for higher posts, selection and recruitment need to be carried out with high discretion. Organization need to anticipate vacancies far in advance as possible, to provide sufficient time to recruit suitable candidate.
7. **Outsourcing:** Several organizations outsource part of their work to outside parties in the form of subcontract. Outsourcing is a regular feature both in the public sector as well as in the private sector companies. Many of the organizations have surplus labour and hence instead of hiring more people they go for outsourcing. Outsourcing is usually done for non critical activities. Outsourcing of non- critical activities through subcontracting determines HRP

Q9. Elaborate the process of Human resource planning.

Ans: HRP Process

HRP effectively involves forecasting personnel needs, assessing personnel supply and matching demand – supply factors through personnel related programmes. The HR planning process is influenced by overall organizational objectives and environment of business.

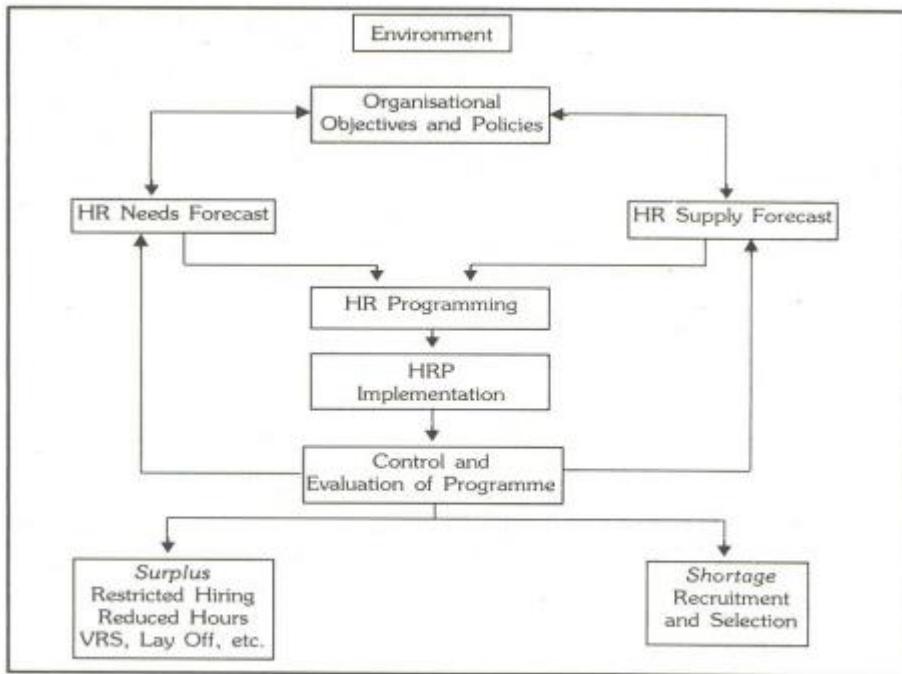


Figure 2.2 : The HRP Process

Environmental Scanning:

It refers to the systematic monitoring of the external forces influencing the organization. The following forces are essential for pertinent HRP.

- Economic factors, including general and regional conditions.
- Technological changes
- Demographic changes including age, composition and literacy,
- Political and legislative issues, including laws and administrative rulings
- Social concerns, including child care, educational facilities and priorities.

By scanning the environment for changes that will affect an organization, managers can anticipate their impact and make adjustments early.

Organizational Objectives and Policies: HR plan is usually derived from the organizational objectives. Specific requirements in terms of number and characteristics of employees should be derived from organizational objectives

Once the organizational objectives are specified, communicated and understood by all concerned, the HR department must specify its objective with regard to HR utilization in the organization.

HR Demand Forecast:

Demand forecasting is the process of estimating the future quantity and quality of people required to meet the future needs of the organization. Annual budget and long-term corporate plan when translated into activity into activity form the basis for HR forecast.

For eg: in the case of a manufacturing company, the sales budget will form the basis for production plan giving the number and type of products to be produced in each period. This will form the basis upon which the organization will decide the number of hours to be worked by each skilled category of workers. Once the number hours required is available organization can determine the quality and quantity of personnel required for the task.

Demand forecasting is influenced by both internal factors and external factors: external factors include competition, economic climate, laws and regulatory bodies, changes in technology and social factors whereas internal factors are budget constraints, production level, new products and services, organizational structure and employee separations.

Demand forecasting is essential because it helps the organization to 1. Quantify the jobs, necessary for producing a given number of goods, 2. To determine the nature of staff mix required in the future, 3. To assess appropriate levels in different parts of organization so as to avoid unnecessary costs to the organization, 4. To prevent shortages of personnel where and when, they are needed by the organization. 5. To monitor compliances with legal requirements with regard to reservation of jobs.

Techniques like managerial judgment, ratio- trend analysis, regression analysis, work study techniques, Delphi techniques are some of the major methods used by the organization for demand forecasting.

HR Supply Forecast:

Supply forecast determines whether the HR department will be able to procure the required number of workers. Supply forecast measures the number of people likely to be available from within and outside an organization, after making allowance for absenteeism, internal movements and promotions, wastage and changes in hours, and other conditions of work.

Supply forecast is required because it is needed as it 1. Helps to quantify the number of people and positions expected to be available in future to help the organization realize its plans and meet its objectives 2. Helps to clarify the staff mixes that will arise in future 3. It assesses existing staffing in different parts of the organization. 4. It will enable the organization to prevent shortage of people where and when they are most needed. 5. It also helps to monitor future compliance with legal requirements of job reservations.

Supply analysis covers the existing human resources, internal sources of supply and external sources of supply.

HR

Programming:

Once an organization's personnel demand and supply are forecasted the demand and

supply need to be balanced in order that the vacancies can be filled by the right employees at the right time.

HR Plan Implementation:

HR implementation requires converting an HR plan into action. A series of action are initiated as a part of HR plan implementation. Programmes such as recruitment, selection and placement, training and development, retraining and redeployment, retention plan, succession plan etc when clubbed together form the implementation part of the HR plan.

Control and Evaluation:

Control and evaluation represent the final phase of the HRP process. All HR plan include budgets, targets and standards. The achievement of the organization will be evaluated and monitored against the plan. During this final phase organization will be evaluating on the number of people employed against the established (both those who are in the post and those who are in pipe line) and on the number recruited against the recruitment targets. Evaluation is also done with respect to employment cost against the budget and wastage accrued so that corrective action can be taken in future.

Q10. List and explain steps in selection process.

Ans: Selection Procedure (Process) :

The selection procedure is concerned with securing relevant information about an applicant. This information is secured in a number of steps or stages. The **objective of selection process** is to determine whether an applicant meets the qualification for a specific job and to choose the applicant who is most likely to perform well in that job. Selection is a long process, commencing from the preliminary interview of the applicants and ending with the contract of employment (sometimes).

The selection procedure consists of a series of steps. Each step must be successfully cleared before the applicant proceeds to the next. The selection process is a series of successive hurdles or barriers which an applicant must cross. These hurdles are designed to eliminate an unqualified candidate at any point in the selection process. Thus, this technique is called "Successive Hurdles Technique". In practice, the process differs among organisations and between two different jobs within the same organisation. Selection procedure 60 for the senior managers will be long drawn and rigorous, but it is simple and short while hiring lower level employees.

The major factors which determine the steps involved in a selection process are as follows:

- Selection process depends on the number of candidates that are available for selection.

- Selection process depends on the sources of recruitment and the method that is adopted for making contact with the prospective candidates.
- Various steps involved in a selection process depend on the type of personnel to be selected. All the above factors are not mutually exclusive, rather these operate simultaneously. In any case, the basic objective of a selection process is to collect as much relevant information about the candidates as is possible so that the most suitable candidates are selected. A comprehensive selection process involves the various steps as shown in Figure 5.1.

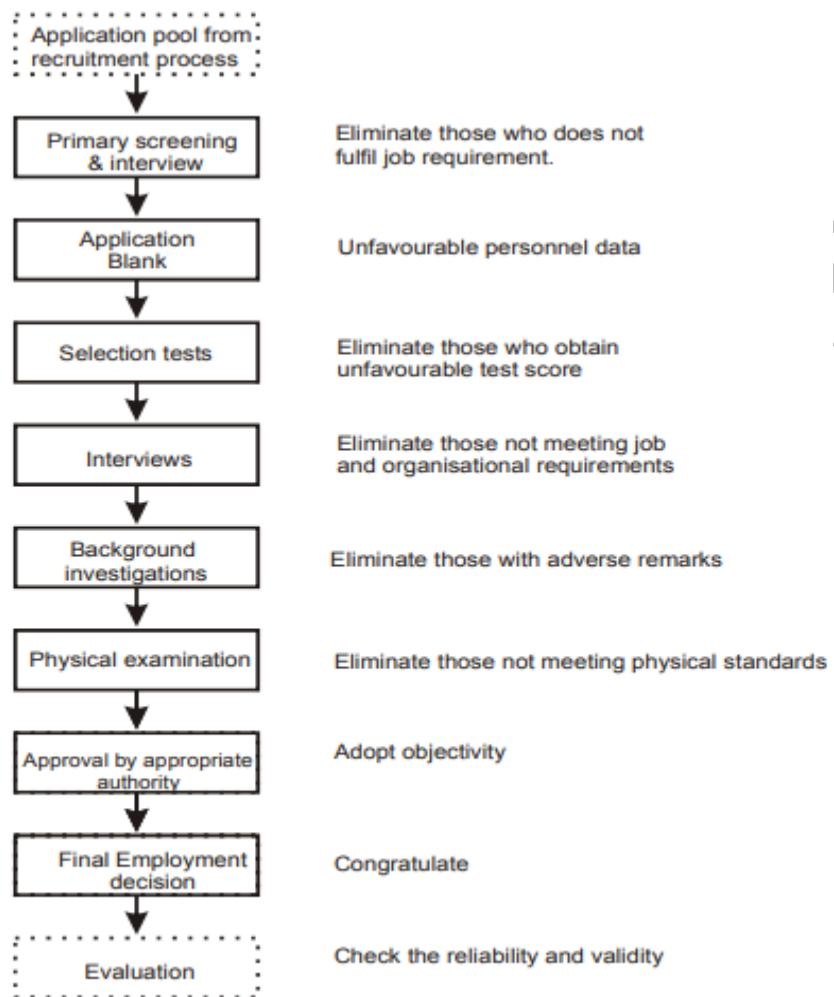


Figure 5.1 Steps in Selection Process

1. Application Pool: Application pool built-up through recruitment process is the base for selection process. The basic objective at the recruitment level is to attract as much worthwhile applications as possible so that there are more options available at the selection stage.

2. Preliminary Screening and Interview: It is highly uneconomic to administer and handle all the applicants. It is advantageous to sort out unsuitable applicants before using the further selection steps. For this purpose, usually, preliminary interviews, application blank

lists and short test can be used. All applications received are scrutinised by the personnel department in order to eliminate those applicants who do not fulfil required qualifications or work experience or technical skill, his application will not be entertained. Such candidate will be informed of his rejection.

Preliminary interview is a sorting process in which the prospective candidates are given the necessary information about the nature of the job and the organisation. Necessary information is obtained from the candidates about their education, skills, experience, expected salary etc. If the candidate is found suitable, he is elected for further screening. This courtesy interview; as it is often called helps the department screen out obvious misfits. Preliminary interview saves time and efforts of both the company and the candidate. It avoids unnecessary waiting for the rejected candidates and waste of money on further processing of an unsuitable candidate. Since rejection rate is high at preliminary interview, the interviewer should be kind, courteous, receptive and informal.

3. Application Blank or Application Form: An application blank is a traditional widely accepted device for getting information from a prospective applicant which will enable the management to make a proper selection. The blank provides preliminary information as well as aid in the interview by indicating areas of interest and discussion. It is a good means of quickly collecting verifiable (and therefore fairly accurate) basic historical data from the candidate. It also serves as a convenient device for circulating information about the applicant to appropriate members of management and as a useful device for storing information for, later reference. Many types of application forms, sometimes very long and comprehensive and sometimes brief, are used. Information is generally taken on the following items:

(a) Biographical Data: Name, father's name, date and place of birth, age, sex, nationality, height, weight, identification marks, physical disability, if any, marital status, and number of dependants.

(b) Educational Attainment: Education (subjects offered and grades secured), training acquired in special fields and knowledge gained from professional/technical institutes or through correspondence courses.

(c) Work Experience: Previous experience, the number of jobs held with the same or other employers, including the nature of duties, and responsibilities and the duration of various assignments, salary received, grades, and reasons for leaving the present employer.

(d) Salary and Benefits: Present and expected.

(e) Other Items: Names and addresses of previous employers, references, etc. An application blank is a brief history sheet of an employee's background and can be used for future reference, in case needed.

The application blank must be designed from the viewpoint of the applicant as well as with the company's purpose in mind. It should be relatively easy to handle in the employment office. Application form helps to serve many functions like:

- Its main usefulness is to provide information for reference checking, good interviewing, and correlation with testing data.
- It helps to weed out candidates who are lacking in education, experience or some other eligibility traits.
- It helps in formulating questions to be asked in the interview.
- Data contained in application form can be stored for future reference.
- It also tests the candidate's ability to write, to organize his thoughts, and to present facts clearly and succinctly.
- It indicates further whether the applicant has consistently progressed to better jobs. It provides factual information.

Weighted Application Blanks

Some organisations assign numeric values or weights to the responses provided by the applicants. This makes the application form more job related. Generally, the items that have a strong relationship to job performance are given higher scores. For example, for a sales representative's position, items such as previous selling experience, area of specialisation, commission earned, religion, language etc. The total score of each applicant is then obtained by adding the weights of the individual item responses. The resulting scores are then used in the final selection. WAB is best suited for jobs where there are many employees especially for sales and technical jobs. It can help in reducing the employee turnover later on. However, there are several problems associated with WAB e.g.

- It takes time to develop such a form.
- The WAB would have to be updated every few years to ensure that the factors previously identified are still valid products of job success.
- The organisation should be careful not to depend on weights of a few items while finally selecting the employee.

4. Selection Tests: Many organisations hold different kinds of selection tests to know more about the candidates or to reject the candidates who cannot be called for interview etc. Selection tests normally supplement the information provided in the application forms. Such forms may contain factual information about candidates. Selection tests may give information about their aptitude, interest, personality, which cannot be known by

application forms. Types of tests and rules of good of testing have been discussed in brief below:

A. Aptitude Tests: These measure whether an individual has the capacity or talent ability to learn a given job if given adequate training. These are more useful for clerical and trade positions.

B. Personality Tests: At times, personality affects job performance. These determine personality traits of the candidate such as cooperativeness, emotional balance etc. These seek to assess an individual's motivation, adjustment to the stresses of everyday life, capacity for interpersonal relations and self-image.

C. Interest Tests: These determine the applicant's interests. The applicant is asked whether he likes, dislikes, or is indifferent to many examples of school subjects, occupations, amusements, peculiarities of people, and particular activities.

D. Performance Tests: In this test the applicant is asked to demonstrate his ability to do the job. For example, prospective typists are asked to type several pages with speed and accuracy.

E. Intelligence Tests: This aim at testing the mental capacity of a person with respect to reasoning, word fluency, numbers, memory, comprehension, picture arrangement, etc. It measures the ability to grasp, understand and to make judgement.

F. Knowledge Tests: These are devised to measure the depth of the knowledge and proficiency in certain skills already achieved by the applicants such as engineering, accounting etc.

G. Achievement Tests: Whereas aptitude is a capacity to learn in the future, achievement is concerned with what one has accomplished. When applicants claim to know something, an achievement test is given to measure how well they know it.

H. Projective Tests: In these tests the applicant projects his personality into free responses about pictures shown to him which are ambiguous.

Refer Notes Page No.: 63 (hrm-basics notes)

Q.11 . Define performance appraisal. Explain problems in Performance Appraisal.

Ans: Meaning of Performance Appraisal :

Performance appraisal system has been defined in many ways. The easiest way to understand the meaning of performance appraisal is as follows:

It is the systematic assessment of an individual with respect to his or her performance on the job and his or her potential for development in that job. Thus, performance appraisal is

a systematic and objective way of evaluating the relative worth or ability of an employee in performing his job. The two aspects of performance appraisal considered to be important are: systematic and objective. The appraisal is said to be systematic when it evaluates all performances in the same manner, by applying the same approach, so that appraisal of different persons are comparable. Such an appraisal is taken from time to time according to plan; it is not left to probability. Thus, both raters' and ratees know the system of performance appraisal and its timing. Appraisal has objectivity also. It's important aspect is that it attempts at precise measurement by trying to remove human biases and prejudices.

According to Flippo, a prominent personality in the field of Human resources, "performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in the matters pertaining to his present job and his potential for a better job."

In the words of Yoder, "Performance appraisal refers to all formal procedures used in working organizations to evaluate personalities and contributions and potential of group members." Thus performance appraisal is a formal programme in an organization which is concerned with not only the contributions of the members who form part of the organization, but also aims at spotting the potential of the people."

It is a systematic way of judging the relative worth of an employee while carrying out his work in an organization. It also helps recognize those employees who are performing their tasks well and also- who are not performing their tasks properly and the reasons for such (poor) performance.

According to International Labor Organization, "A regular and continuous evaluation of the quality, quantity and style of the performance along with the assessment of the factors influencing the performance and behavior of an individual is called as performance appraisal."

In short, we can say that performance appraisal is expected to result in an assessment of: development potential of the employees, training needs for the employees; capabilities of employees being placed in higher posts, behavior and obedience of the employees; and the need of the organization to evolve a control mechanism.

Problems of Performance Appraisal :

Performance appraisal technique is very beneficial for an organization for taking decisions regarding salary fixation, demotion, promotion, transfer and confirmation etc. But, it is not freed from problem In spite of recognition that a completely error-free performance appraisal can only be idealized a number of errors that extensively hinder objective evaluation. Some of these problems are as follows:

1. Biasness in rating employee: It is the problem with subjective measure i.e. the rating which will not be verified by others. Biasness of rater may include:

(a) Halo Effect: It is the propensity of the raters to rate on the basis of one trait or behavioral consideration in rating all other traits or behavioral considerations. One way of minimizing the halo effect is appraising all the employees by one trait before going to rate on the basis of another trait.

(b) The Central Tendency Error: It is the error when rater tries to rate each and every person on the middle point of the rating scale and tries not to rate the people on both ends of the scale that is rating too high or too low. They want to be on the safer side as they are answerable to the management.

(c) The Leniency and Strictness Biases: The leniency biasness exists when some raters have a tendency to be generous in their rating by assigning higher rates constantly. Such ratings do not serve any purpose.

(d) Personal prejudice: If the raters do not like any employee or any group, in such circumstances he may rate him on the lower side of the scale, the very purpose of rating is distorted which might affect the career of employees also.

(e) The Recent Effect: The raters usually retain information about the recent actions of the employee at the time of rating and rate on the basis of recent action taken place which may be favorable or unfavorable at that point of time.

2. The superiors may be unsuccessful in conducting performance appraisal of employees and post performance appraisal interviews.

3. The performance appraisal is mostly based on subjective assessment.

4. The performance appraisal techniques have a low reliability and validity in terms of result.

5 Ratings an employee on the negative side may disturb interpersonal relations and industrial relations system.

6. Appraisers opinion on the performance of the employee may lead to setback on production.

7. An organization may give emphasis to punishment if an employee has not done a good job rather than providing training.

8. Few ratings are based on guess work.

Various other problems of performance appraisal are:

- There was a significant relationship between rating by superior and performance after promotions.
- Appraisal reports were completed within a short period of time.
- The circumstances were very unpleasant in feedback interview.

- The Subordinates were not given suggestion in a manner which may be helpful to them.

Q. 12. Define performance appraisal and explain its objectives. Also, explain the advantages of performance appraisal.

Ans : Definition Performance Appraisal : (From ChatGPT)

Performance appraisal is a systematic process of evaluating an employee's job performance and providing feedback to help them improve their skills and achieve their goals. It is a critical component of Human Resource Management (HRM) that helps organizations assess the effectiveness of their employees and determine areas where they need to improve. Performance appraisal can be conducted annually, semi-annually, quarterly, or even monthly depending on the organization's policies and requirements. The process involves setting performance standards, evaluating the employee's actual performance against these standards, and providing feedback to help the employee improve their performance. Performance appraisal can be done through various methods, including self-appraisal, peer appraisal, and management appraisal. It is an essential tool for HRM as it helps identify areas for improvement, sets goals for employees, and promotes employee engagement and motivation.

Objectives of Performance Appraisal :

Performance appraisal in any organization is undertaken to meet certain objectives which may be in the form of salary increase, promotion, recognizing training and development needs, providing feedback to employees and putting stress on employees for better performance.

An employee in an organization may think that performance appraisal is basically used by the organization to blame employees and to take corrective actions. An employee may feel that performance appraisal is introduced in an organization for punishment in such a case well thought out performance appraisal may result into failure. If the objectives set in a more positive, problems may arise as they may not all be achievable and they may cause conflict. For Example, an employee who is likely to be appraised will never disclose his loopholes as it may affect his appraisal. Thus the objective of performance appraisal should be clear and specific. Thus including objectives into the appraisal system may draw attention to areas for improvement, new directions and opportunities.

1. Salary Increase: Performance appraisal plays an important role in making decision about increase in salary. Increase in salary of an employee depends on how he is performing his job. Evaluation of an employee takes place on a continuous basis which may be formally or informally. In a large as well as in small organizations performance appraisal takes place but it may be in a formal or informal way. It shows

how well an employee is performing and to what extent a hike in salary would take place in comparison to his performance.

2. Promotion: Performance appraisal gives an idea about how an employee is working in his present job and what his strong and weak points are. In comparison to his strength and weaknesses it is decided whether he can be promoted to the next higher position or not. If necessary what additional training is required. Similarly it could be used for demotion, discharge of an employee and transfer.

3. Training and Development: Performance appraisal gives an idea about strengths and weaknesses of an employee on his present job. It gives an idea about the training required by an employee for overcoming the limitations that an employee is having for better performance in future.

4. Feedback: Performance appraisal gives an idea to each employee where they are, how they are working, and how are they contributing towards achievement of organizational objectives. Feed works in two ways. First, the person gets view about his performance and he may try to conquer his weaknesses which may lead to better performance. Second, the person gets satisfied after he relates his work with organizational objectives. It gives him an idea that he is doing a meaning full work and can also contribute in a better way.

5. Pressure on Employees: Performance appraisal puts a sort of stress on employees for better performance. If the employees are aware that they are been appraised in comparison to their performance and they will have positive and acceptable behaviour in this respect.

Advantages of performance appraisal :

Performance is always measured in terms of outcome and not efforts. Performance Appraisal is needed in most of the organizations in order:

(1) To give information about the performance of employees on the job and give ranks on the basis of which decisions regarding salary fixation, demotion, promotion, transfer and confirmation are taken.

(2) To provide information about amount of achievement and behavior of subordinate in their job. This kind of information helps to evaluate the performance of the subordinate, by correcting loopholes in performances and to set new standards of work, if required.

(3) To provide information about an employee's job-relevant strengths and & weaknesses.

(4) To provide information so as to identify shortage in employee regarding ability, awareness and find out training and developmental needs.

(5) To avoid grievances and in disciplinary activities in the organization.

(6) It is an ongoing process in every large scale organization.

Performance appraisals in an organization provide employees and managers with an opportunity to converse in the areas in which employees do extremely well and those in which employees need improvement. Performance appraisals should be conducted on a frequent basis, and they need not be directly attached to promotion opportunities only. It is important because of several reasons such as:

- 1. Personal Attention:** Performance appraisal evaluation, gives employee to draw personal concern from supervisor and talk about their own strengths and weaknesses.
- 2. Feedback:** Employees on a regular basis get feedback of their performances and issues in which they lack, which needs to be resolved on a regular basis.
- 3. Career Path:** It allows employees and supervisors to converse goals that must be met to grow within the company. This may encompass recognizing skills that must be acquired, areas in which improvement is required, and additional qualification that must be acquired.
- 4. Employee Accountability:** Employees are acquainted that their evaluation will take place on a regular basis and therefore they are accountable for their job performance.
- 5. Communicate Divisional and Company Goals:** It not only communicates employees' individual goals but provides an opportunity for managers to explain organizational goals and in the manner in which employees can contribute in the achievement of those goals.

Benefits of Performance Appraisal :

An effective performance appraisal system can be of benefit to three parties they are for organization, for appraiser and for appraisee.

- 1) For the Organizations:** Following are the benefits of an organization.
 - It leads to better performance throughout the organization, due to successful communication of the objectives and values of the organizations, sense of being close to the organization, loyalty and improved relationships between managers and staff.
 - Overall improvement in the duties performed by each employee of the organization.
 - Due to performance appraisal of employee new ideas for improvement in their work is generated.
 - Long-term plans can be generated.
 - The need for training and development can be identified more clearly.
 - A tradition of nonstop improvement and success in the organization can be formed and maintained.

- Career development plans can be chalked out for capable employee to enhance their performance in future.

2) For the appraiser: Following are the benefits to the appraiser:

- It gives an opportunity to the appraiser to develop a general idea of individual jobs and departments.
- For every new or difficult situation new idea is generated for improvement or for overcoming that problem.
- It gives an opportunity to integrate team and individual objectives and targets with departmental and organizational objectives.
- It gives an opportunity to explain the amount of work expected by manager from teams and individuals.
- It gives an opportunity to focus more on targets.
- It enables to form more productive relationship with staff based on mutual trust and understanding.

3) For the Appraisee: Following are the benefits for the appraisee:

- Increased motivation.
- Increased job satisfaction.
- Increased sense of personal value.
- Increase in morale of an employee.
- It gives an opportunity to know their strength and weaknesses.
- It gives an idea about areas of their improvement.
- There will be a chance to subordinate to express his views even after performance appraisal
- An employee should express his emotional needs and his value system which is considered to be important today.

Q. 13 What is performance appraisal? Explain the process of performance appraisal.

Ans : Definition : refer Above 2 Questions

The Performance Appraisal Process :

The performance appraisal system of one organization may vary from other organizations, though some of the specific steps that an organization may follow are as follows:

1. **Establish Performance Standards:** It begins by establishing performance standards i.e. what they expect from their employee in terms of outputs, accomplishments and skills that they will evaluate with the passage of time. The standards set should be clear and objective enough to be understood and measured. The standards which are set are evolved out of job analysis and job descriptions. Standards set should be clear and not the vague one. The expectation of the manager from his employee should be clear so that it could be communicated to the subordinates that they will be appraised against the standards set for them.
2. **Communicating the Standards Set for an Employee:** Once the standards for performance are set it should be communicated to the concerned employee, about what it expected from them in terms of performance. It should not be part of the employees' job to estimate what they are expected do. Communication is said to be two ways street, mere passing of information to subordinate does not mean that the work is done. Communication only takes place when the information given has taken place and has been received and understood by subordinate. . If necessary, the standards may be tailored or revised in the light of feedback obtained from the employees.
3. **Measuring of the Actual Performances:** It is one of the most crucial steps of performance appraisal process. It is very important to know as how the performance will be measured and what should be measured, thus four important sources frequently used by managers are personal observation, statistical reports, oral reports, and written reports. However, combination of all 105 these resources gives more reliable information. What we measure is probably more critical to the evaluation process than how we measure. The selection of the incorrect criteria can result in serious consequences. What we measure gives an idea about what people in an organization will attempt to achieve. The criteria which are considered must represent performance as stated in the first two steps of the appraisal process.
4. **Comparing Actual Performance with Standards Set in the Beginning:** In this step of performance appraisal the actual performance is compared with the expected or desired standard set. A comparison between actual or desired standard may disclose the deviation between standard performance and actual performance and will allow the evaluator to carry on with the discussion of the appraisal with the concerned employees.
5. **Discussion with the Concerned Employee:** In this step performance of the employee is communicated and discussed. It gives an idea to the employee regarding their strengths and weaknesses. The impact of this discussion may be positive or negative. The impression that subordinates receive from their assessment has a very strong impact on their self esteem and, is very important, for their future performances.

6. Initiate Corrective Action: Corrective action can be of two types; one is instant and deals primarily with symptoms. The other is basic and deals with the causes. Instant corrective action is often described as “putting out fires”, whereas basic corrective action gets to the source from where deviation has taken place and seeks to adjust the differences permanently. Instant action corrects something right at a particular point and gets things back on track. Basic action asks how and why performance deviated. In some instances, managers may feel that they do not have the time to take basic corrective action and thus may go for “perpetually put out fires”. Thus the appraisal system of each organization may differ as per the requirement of that Organization.

Q. 14 What is employee training? Explain various methods of employee training.

Ans : Training is a process of learning a sequence of programmed behavior. It is the application of knowledge & gives people an awareness of rules & procedures to guide their behavior. It helps in bringing about positive change in the knowledge, skills & attitudes of employees.

Thus, training is a process that tries to improve skills or add to the existing level of knowledge so that the employee is better equipped to do his present job or to mould him to be fit for a higher job involving higher responsibilities. It bridges the gap between what the employee has & what the job demands.

Training refers to a planned effort by a company to facilitate employees' learning of job related competencies. These competencies include knowledge, skills, or behaviors that are critical for successful job performance. The goal of training is for employees to master the knowledge, skill, and behaviors emphasized in training programs and to apply them to their day to day activities. Training is seen as one of several possible solutions to improve performance. Other solutions can include such actions as changing the job or increasing employee motivation through pay and incentives. Today there is a greater emphasis on-

- Providing educational opportunities for all employees. These educational opportunities may include training programs, but they also include support for taking courses offered outside the company, self-study, and learning through job rotation.
- An ongoing process of performance improvement that is directly measurable rather than organizing one time training events.
- The need to demonstrate to executives, managers, and trainees the benefits of training.
- Learning as a lifelong event in which senior management, trainer manager, and employees have ownership.

- Training being used to help attain strategic business objectives, which help companies, gains a competitive advantage.

The term training refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. It forms the core of apprenticeships and provides the backbone of content at institutes of technology (also known as technical colleges or polytechnics). In addition to the basic training required for a trade, occupation or profession, observers of the labor-market recognize as of 2008[update] the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development.

Explain various methods of employee training : (From ChatGPT)

1. On-the-Job Training (OJT): This method involves training employees while they perform their regular job tasks. It can include shadowing experienced employees, mentoring, job rotation, and learning through hands-on experience.
2. Classroom or Instructor-Led Training: This traditional method involves a trainer delivering training content to a group of employees in a classroom or training facility. It can include lectures, presentations, discussions, and interactive activities.
3. Online or E-Learning: This method uses digital platforms and technologies to deliver training content to employees. It can include online courses, webinars, interactive modules, virtual simulations, and self-paced learning materials accessible through computers or mobile devices.
4. Simulations and Role-Playing: This method involves creating simulated scenarios or role-playing exercises to help employees practice specific skills or situations. It allows employees to learn by actively participating and applying knowledge in a controlled environment.
5. Job Aids and Reference Materials: Job aids, such as manuals, checklists, infographics, and quick-reference guides, provide employees with easily accessible information to support their learning and job performance.
6. Cross-Training and Job Enrichment: These methods involve exposing employees to different roles or tasks within the organization. Cross-training enables employees to develop a broader skill set, while job enrichment enhances their job responsibilities and challenges to promote growth.
7. Team-Based Training: This method focuses on training groups of employees who work together as a team. It encourages collaboration, problem-solving, and communication skills through activities such as group projects, case studies, and team-building exercises.
8. Mentoring and Coaching: In this method, experienced employees or external mentors provide guidance, support, and feedback to less experienced employees. It helps develop specific skills, knowledge transfer, and personalized development.

9. Gamification: This approach incorporates game elements, such as rewards, competition, and challenges, into training programs to engage and motivate employees. It can enhance learning retention and make training more enjoyable.
10. External Workshops and Conferences: Sending employees to external workshops, seminars, conferences, or industry events allows them to learn from experts, network with peers, and stay updated on industry trends and best practices.

Organizations often use a combination of these methods based on their training needs, resources, and the nature of the skills or knowledge being imparted to employees.

For More reference use hrm-basic-notes (page no. 73 to 79) .

Here is include On-the-Job Training and Off-the-job training types.

On-the-Job Training :

The four techniques for on the job development are:

- | | |
|----------------|-----------------------------------|
| • COACHING | • MENTORING |
| • JOB ROTATION | • JOB INSTRUCTION TECHNIQUE (JIT) |

Off-the-job training :

There are many management development techniques that an employee can take in off the job. The few popular methods are:

- | | |
|-------------------------------|--------------------------|
| • SENSITIVITY TRAINING | • TRANSACTIONAL ANALYSIS |
| • STRAIGHT LECTURES/ LECTURES | • SIMULATION EXERCISES |

Q. 15. Differentiate between employee training & development.

Ans : Below Reference taking from ChatGPT .

Employee training and development are related concepts but have distinct differences:

Employee Training:

1. Focus: Training primarily focuses on enhancing specific skills and knowledge related to an employee's current job responsibilities.

- Purpose: The main objective of training is to improve job performance, efficiency, and productivity by addressing specific skill gaps or providing new information.
- Timeframe: Training is often short-term and provides immediate benefits in terms of improved job performance.
- Scope: Training is typically job-specific and task-oriented, aiming to equip employees with the necessary skills to carry out their current roles effectively.
- Implementation: Training programs are often structured, formal, and organized, involving planned activities, courses, workshops, or modules.
- Responsibility: The responsibility for training usually lies with the organization, which identifies training needs, designs and delivers training programs, and evaluates their effectiveness.

Employee Development:

- Focus: Development focuses on the long-term growth and advancement of employees by enhancing their overall capabilities and preparing them for future roles.
- Purpose: The primary objective of development is to build a broader skill set, foster personal and professional growth, and nurture talent within the organization.
- Timeframe: Development is a continuous process that occurs over an extended period, focusing on building competencies and abilities progressively.
- Scope: Development is broader in scope, encompassing not only job-specific skills but also leadership, communication, problem-solving, decision-making, and other transferable skills.
- Implementation: Development opportunities can be diverse and include job rotations, mentoring, coaching, stretch assignments, self-directed learning, and formal education programs.
- Responsibility: While the organization plays a role in creating a conducive environment for development, employees also take responsibility for their own growth and actively seek opportunities for learning and self-improvement.

In summary, training emphasizes immediate job-related skills and knowledge to improve current performance, while development focuses on a more holistic and long-term approach to enhance employees' capabilities and prepare them for future roles.

Below reference taking from keydifferences.com .

Employee training and development is an indispensable part of human resource function and management. Both the activities aim at improving the performance and productivity of the employees. **Training** is a program organized by the organization to develop knowledge and skills in the employees as per the requirement of the job. Conversely, **Development** is an

organized activity in which the manpower of the organization learn and grow; it is a self-assessment act.

In training, the employees are imparted technical knowledge and skills related to the particular job and stresses on improving the abilities of each worker. In contrast, development is a sort of educational process which focuses on the growth and maturity of the managerial personnel. Check out the article given below, that elucidates the difference between training and development, in tabular form.

Comparison Chart

BASIS FOR COMPARISON	TRAINING	DEVELOPMENT
Meaning	Training is a learning process in which employees get an opportunity to develop skill, competency and knowledge as per the job requirement.	Development is an educational process which is concerned with the overall growth of the employees.
Term	Short Term	Long Term
Focus on	Present	Future
Orientation	Job oriented	Career oriented
Motivation	Trainer	Self
Objective	To improve the work performances of the employees.	To prepare employees for future challenges.
Number of Individuals	Many	Only one
Aim	Specific job related	Conceptual and general knowledge

Definition of Training :

Training is a process in which the trainees get an opportunity to learn the key skills which are required to do the job. Learning with earning is

known as training. It helps the employees to understand the complete job requirements.

Nowadays, many organisations organise a training program for the new recruits just after their selection and induction, to let them know about the rules, policies and procedures for directing their behaviour and attitude as per the organisational needs. Training also helps the employees to change the conduct towards their superior, subordinates and colleagues. It helps to groom them for their prospective jobs.



Fig. : Training Process

Induction training, vestibule training, apprenticeship training, job training, promotional training, internship training are some of the major types of training. The merits of the training are given as under:

- It results in higher productivity both quantitatively and qualitatively.
- It develops a number of skills in the employees.
- Improved performances.

- The cooperative environment of the organisation.
- It builds confidence in the employees for doing a job.
- Decreased employee turnover.
- Lesser chances of accidents.

Definition of Development :

The training for the top level employees is considered as development, also known as management or executive development. It is an on-going systematic procedure in which managerial staff learns to enhance their conceptual, theoretical knowledge. It helps the individual to bring efficiency and effectiveness in their work performances.

Development is not only limited to a particular task, but it aims to improve their personality and attitude for their all round growth which will help them to face future challenges. It changes the mindset of the employees and makes them more challenging or competing.

As the technology needs updating, the manpower of the organisation also needs to be updated, so the development is a must. Development is an educational process which is unending, as education has no visible end. It involves training a person for higher assignments. It digs out the talents of the managerial staff and helps in applying the new knowledge, which is a requirement of the organisation.

Coaching, mentoring, counselling, job-rotation, role playing, case study, conference training, special projects are some of the methods of development.

The performance of an organisation is based on the quality of its employees, and so the greater the quality of employees, the greater will be their performance. The primary purpose of development is that the second list of managers or executives is prepared for future replacement.

Key Differences Between Training and Development

The major differences between training and development are as under:

1. Training is a learning process for new employees in which they get to know about the key skills required for the job. Development is the training process for the existing employees for their all round development.
2. Training is a short-term process i.e. 3 to 6 months, but development is a continuous process, and so it is for the long term.
3. Training focuses on developing skill and knowledge for the current job. Unlike, the development which focuses on the building knowledge, understanding and competencies for overcoming with future challenges.

4. Training has a limited scope; it is specific job oriented. On the other hand, development is career oriented and hence its scope is comparatively wider than training.
5. In training, the trainees get a trainer who instructs them at the time of training. In contrast to development, in which the manager self-directs himself for the future assignments.
6. Many individuals collectively attend the training program. Development is a self-assessment procedure, and hence, one person himself is responsible for one's development.

Q. 16. Discuss the need and importance of employee training.

Ans. Need for Employee Training :

Training of employees takes place after orientation takes place. Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. Training process moulds the thinking of employees and leads to quality performance of employees. It is continuous and never ending in nature.

Training is given on four basic grounds:

1. New candidates who join an organization are given training. This training familiarizes them with the organizational mission, vision, rules and regulations and the working conditions.
2. The existing employees are trained to refresh and enhance their knowledge.
3. If any updatations and amendments take place in technology, training is given to cope up with those changes. For instance, purchasing new equipment, changes in technique of production, computer impartment. The employees are trained about use of new equipments and work methods.
4. When promotion and career growth becomes important. Training is given so that employees are prepared to share the responsibilities of the higher level job.

Training needs can be assessed by analyzing three major human resource areas: the organization as a whole, the job characteristics and the needs of the individuals. This analysis will provide answers to the following questions:

- Where is training needed?
- What specifically must an employee learn in order to be more productive?
- Who needs to be trained?

Begin by assessing the current status of the company how it does what it does best and the abilities of your employees to do these tasks. This analysis will provide some benchmarks against which the effectiveness of a training program can be evaluated. Your firm should know where it wants to be in five years from its long-range strategic plan. What you need is a training program to take your firm from here to there. Second, consider whether the organization is financially committed to supporting the training efforts. If not, any attempt to develop a solid training program will fail.

Next, determine exactly where training is needed. It is foolish to implement a companywide training effort without concentrating resources where they are needed most. An internal audit will help point out areas that may benefit from training. Also, a skills inventory can help determine the skills possessed by the employees in general. This inventory will help the organization determine what skills are available now and what skills are needed for future development.

Also, in today's market-driven economy, you would be remiss not to ask your customers what they like about your business and what areas they think should be improved. In summary, the analysis should focus on the total organization and should tell you (1) where training is needed and (2) where it will work within the organization. Once you have determined where training is needed, concentrate on the content of the program. Analyze the characteristics of the job based on its description, the written narrative of what the employee actually does. Training based on job descriptions should go into detail about how the job is performed on a task-by-task basis. Actually doing the job will enable you to get a better feel for what is done. Individual employees can be evaluated by comparing their current skill levels or performance to the organization's performance standards or anticipated needs.

Importance :

Training is crucial for organizational development and success. It is fruitful to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. The benefits of training can be summed up as:

1. Improves Morale of Employees- Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover.

2. Less Supervision- A well trained employee will be well acquainted with the job and will need less of supervision. Thus, there will be less wastage of time and efforts.

3. Fewer Accidents- Errors are likely to occur if the employees lack knowledge and skills required for doing a particular job. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes.

4. Chances of Promotion- Employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organization.

5. Increased Productivity- Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained.

Q. 17. Explain meaning and objectives of wage and salary administration.

Ans : Wage and Salary Administration – Meaning and Definitions

In simple words wages means reward for the labourer for his services rendered to the industry. These can be paid on per unit, per hour, daily, fortnightly, weekly, or monthly basis. Labourers render services of both types i.e. mental and physical.

Some of the definitions of wages are as follows:

According to Prof. Straitoff, “Wages is the reward of that labour which creates utility.”

As per the ILO, “Wages refer to the payment which is made by the employer to the labourer for his services hired on the conditions of payment per hour, per day, per week, or per fortnight.”

In the words of Jaod, “Wages are the income that an employee gets for his services.”

According to Benham, “Wages are a sum of money paid under contract by an employer to a worker for services rendered.”

As per McConell, “Wages are the price paid for the use of labour.”

According to Yoder and Haneman, “Wages are the compensation for the wage earners, the numerous employees.”

The development of rules of wage administration has to be done, after the rate ranges have been determined. Rules have to be developed to determine to what degree advancement will be based on length of service rather than merit; with what frequency pay increases will be awarded; how controls over wage and salary costs can be maintained; what rules will govern promotion from one pay grade to another, etc.

At the next stage, the employees are to be informed of the details of wage and salary programme. Although most hourly-paid workers are informed through the

wage contract about the details of wage programme, a substantially smaller number of salaried employees have such information about their jobs.

It is considered advisable, in the interest of the concern and the employees, that the information about average salaries and ranges in the salaries of group should be made known to the employees concerned; for secrecy in this matter may create dissatisfaction; and it may also vitiate the potential motivating effects of disclosure.

Wage and Salary Administration – 10 Important Objectives

Its objectives are:

- i. To compare or draft company HR policy
- ii. Find out the income level and return ratio of similar industries
- iii. To understand wage differentiations
- iv. To examine the competitiveness of entry level employees
- v. To establish hiring rates favorable to the community
- vi. To keep abreast wage and salary rates with production cost
- vii. To minimize labour turnover due to pay disparity
- viii. To increase employee's satisfaction and morale
- ix. To learn about the trend of perks and benefits in the market
- x. To resolve existing labour problems concerning compensation.

Q. 18. Explain essentials of sound wage and salary administration.

Ans. : Essentials of Sound Wage and Salary Administration

Sound Wage and salary administration demands some essentials to satisfy, so that one who is shoulder with the responsibility of designing administrative aspects with this regards, may come out with efficient system for managing the issues related with it. Some of the pre requisites for the sound compensation system are:

1. **Rational Job Analysis:** It is an important exercise with regards to each category of jobs. It reveals detailed aspects of the job, like duties, responsibilities associated with the performance, performance standards as a fair parameter for evaluation of the performance. It gives fair idea about job specification i.e. qualification, experience, skill and other essential requirements that job performer must satisfy. Thus rational

job analysis always put policy decider in a better condition to lay down appropriate content in policy design.

2. **Proper Job Evaluation:** Job evaluation is a systematic process of analyzing and evaluating jobs to determine the relative worth of job in an organization. It forms the basis for designing the sound compensation system in an organization. Since wage and salary administration and the perceived fairness of approach adopted under it have a immense influence on employee morale, motivation and satisfaction, proper job evaluation exercise demands sensible consideration.
3. **In Depth Knowledge About an Organization and Market Factors:** Apart from job evaluation, the various other factors that determine the administrative aspects for wage and salary administration are the size and structure of the organization and the industry in which it operates, the strength of employees union, position of a person and his importance to the organization, demand and supply for particular skill sets in the industry, organizational ability and capacity to pay and its economic condition like profitability, and legislative aspects related with wage determination. Sound system for compensation management demands detail knowledge about all these factors in order to its sound framework and operation in the organization.
4. **Clarity of Objectives or Purposes of Wage and Salary Administration :** Last but not the least in terms of its significance, in order to have effective and efficient administration of compensation as an area in the organization, one must have accurate clarity about the purposes that it may tries to satisfy through policy decisions .objectives may be attracting talented resources; retaining and motivating employees; financial management of an organization; satisfying legal requirement; and many more. Sometimes these objectives are conflicting in nature also. So it is very essential that one, who is going to carry out this responsibility of designing the compensation system in the organization, should have reasonable clarity for objectives to be satisfied with the design.

Q. 19. Enlist and explain methods of Wage Payments.

Ans. : Wage plans are mainly micro plans and each company may devise any of the wage plans. Basically there are two methods for wage payments,

viz. (1) Time rate wage system; and (2) Piece rate wage system.

The wage paid to labor has to perform important functions in the economic system. It should be such as to make the worker capable and willing to be efficient and involved in the job. There should be link, wherever feasible between emoluments and productivity; and fair parity between wage differentials and skill differential. The plan should act as an incentive to improve the efficiency, and it should attract the worker wherever demanded or needed. Whatever may be the method of wage payment but the wage plan should contain following ingredients:

- It should be simple and understandable
- It should be capable of easy computation
- It should be capable of motivating the employees
- It should be attractive enough for new talent in the organization.
- It should be fair, just and stable to all the employees.

The fundamental plans of wage payment are:

I. Time Rate Wage System: It is the oldest and the simplest form of wage fixing. Under this system, workers are paid according to the work done during a certain period of time at a rate of per hour, per day, per week, per fortnight, or per month or any other fixed period of time. According to the section 4 of the Payments of Wages Act, 1936, not more than one month must elapse between two wage periods. Time wage system adopts time as the basis of worker remuneration without taking into account the units produced. The worker is guaranteed a specified sum of money for a fixed period of his time taking no account of the quality or quantity of the work done. Evaluation on the basis of benefits and weaknesses is as under:

Merits:

- It is simple and understandable and easy for calculation of wages, since wages under this system is equal to wage per hour * numbers of hours worked by an employee.
- There is no time limit for completion of job, workmen are not in hurry to finish it and this may mean that they may pay enough attention to the quality of work, effective handling of machinery and utilization of resources in an optimum manner.
- All workers are given same treatment in terms of equal wage payment, so grievances, ill will, jealousy can be avoided among them.
- Time rate system provides regular and stable income to workers, so they can adjust and manage their budget accordingly.
- It requires less administrative attention as this system provides good faith and mutual understanding and trust between employer and employee.

Demerits:

- It does not take into account the ability and capacity of the workers so the skilful and more capable workers who have higher production efficiency will demoralize.
- Time rate system is unrelated to the productivity and does not provide extra motivation for extra efforts by the workers.

- The labor charges for a particular job do not remain constant. This put the management in a difficult position in the matter of quoting rates for a particular piece of work.
- There is a possibility of systematic evasion of work by the workers, since there is no specific target or demand for specific quantity of work by the management.
- Time rate system does not ask for maintaining individual workers record, it becomes difficult for the employer to determine his relative efficiency for the purpose of performance evaluation for future promotion or rewards. Thus it does injustice to the outstanding employees.

Suitability: Time rate system is suitable when the output contributed by the worker is difficult to measure and cannot be recorded in an individual basis. It is also suitable when by cultivating mutual trust and confidence and by giving fair and equal treatment to all the employees, management can get the work done in an appropriate manner

II. Piece Rate Wage System:

Under this system, workers are paid according to the amount of work done or numbers of units produced or completed, the rate of each unit being settled in advance, irrespective of the time taken to do the work. This does not mean that the workers can take any time to complete a job because of his performance far exceeds the time which his employer expects he would take, the overhead charges for each unit of article will increase. There is an indirect implication that a worker should not take more than average time.

Merits:

- The main advantage of this system is recognition of merit, as efficient is rewarded, It is therefore more equitable then time rate system.
- It pays workers as per their efficiencies, ability, capacity or performance, so it gives direct stimulus and motivation to the employees for extra efforts, which may result into more productivity.
- It requires less managerial supervision as total remuneration depends upon units produced, and not on time spent in an organization.
- Being interested in continuity of his work, a workman is likely to take greater care to prevent breakdown in the machinery or in the work shop. It is a gain to the management since it reduces maintenance expenditure in an organization.
- As the direct labor cost per unit of production remains fixed and constant, calculation of cost while filling tenders and estimates becomes easier.

- It results in not only increase in the output and wages, but the methods of production too are also improved, as workers demand material and tools free from defects and machinery in perfect operating condition.

Demerits:

- If rates of wages are not scientifically fixed and acceptable to the workers, would result into workers exploitation and may prove counterproductive
- As workers are interested in completion of the job with a greatest speed, may damage the machinery, quality of output or may increase rate of hazards in an organization.
- Trade unions generally do not like this system of wage payment; they may not have full support and acceptance. It may be the major issue for industrial dispute.

Suitability: It can be introduced generally in jobs of a repetitive nature, when task can be easily measured, inspected and counted. It is practically suitable for standardized processes, and it appeals to skilled and efficient workers who can increase their earnings by working to their best capacity.

III. Balance and Debt System:

This system combines time rate and piece rate. Under it a minimum weekly wage is guaranteed for a full weeks' work, with an alternative piece-rate determined by the rate fixed on the assumption that the worker would put enough effort to earn his minimum wage. If the wages calculated on piece bases are in excess of the time rate, the worker earns the excess. If the piece rate wages are less than the time-rate earnings, he would still get weekly wage, but on the condition that he shall have to make good the excess paid to him out of the subsequent wage he would earn. Suppose a worker is expected to complete at least 10 pieces during the week in order to earn the minimum wage of rs.60, the piece rate has been fixed at a rate of Rs.6 per unit. If the worker produces 12 units within the week, his earning will be Rs.72. If on the other hand he produces only 9 units, he will still be paid Rs. 60 his minimum weekly wage but as on the basis of piece rate his earning should amount to only Rs. 54, the sum of Rs. 6 paid in excess will be debited to him to be deducted out of his subsequent earnings. Thus under this system workers' wages are determined, by both the number of hours he works and the pieces he produces. So it a hybrid system producing the same benefits and limitations of both the time rate and piece rate system.

Q. 20. Define labour unions and explain their relation to the HRM function.

Ans : Labour Unions : (As per ChatGPT)

Labour unions, also known as trade unions or labor unions, are organizations formed by workers in various industries or professions to collectively represent their

interests and negotiate with employers for better wages, working conditions, benefits, and job security. These unions aim to protect and advance the rights and welfare of their members through collective bargaining, organizing strikes or protests, advocating for legislative changes, and providing support and services to their members.

In relation to the HRM (Human Resource Management) function, labour unions play a significant role. Here are a few key points:

1. Collective Bargaining: Unions engage in collective bargaining with employers to negotiate employment terms and conditions on behalf of their members. HRM professionals often represent the employer's side in these negotiations, discussing matters such as wages, benefits, working hours, and disciplinary procedures.
2. Grievance Handling: Unions assist employees in addressing workplace grievances, such as unfair treatment, discrimination, or safety concerns. HRM professionals collaborate with unions to investigate and resolve these grievances, ensuring compliance with labor laws and organizational policies.
3. Employee Representation: Labour unions act as a representative voice for employees, allowing them to express concerns, opinions, and demands. HRM professionals work with unions to facilitate effective communication channels, understand employee needs, and foster a positive employee-employer relationship.
4. Policy and Procedure Development: HRM professionals collaborate with unions when developing and revising HR policies, procedures, and practices. Unions provide valuable input, ensuring that the policies consider the best interests of the employees and comply with labor laws and collective agreements.
5. Workforce Planning and Management: Unions can influence HRM functions related to workforce planning, such as hiring, promotions, and layoffs. HRM professionals work closely with unions to ensure fair and transparent processes while considering business needs and operational requirements.

Overall, labour unions and HRM function interact in various ways, aiming to balance the interests of employees and employers, promote fair labor practices, and create harmonious workplace relationships.

Labour or Industrial Relations

(Refer from Google)

The term *labour relations*, also known as *industrial relations*, refers to the system in which employers, workers and their representatives and, directly or indirectly, the government interact to set the ground rules for the governance of work relationships. It also describes a field of study dedicated to examining such relationships. The field is an outgrowth of the industrial revolution, whose excesses led to the emergence of trade unions to represent workers and to the development of collective labour relations. A labour or industrial relations system reflects the interaction between the main actors in it: the state, the employer (or employers or an employers' association), trade unions and employees (who may participate or not in unions and other bodies affording workers' representation). The phrases "labour relations" and "industrial relations" are also used in connection with various forms of workers' participation; they can also encompass individual employment relationships between an employer and a worker under a written or implied contract of employment,

although these are usually referred to as “employment relations”. There is considerable variation in the use of the terms, partly reflecting the evolving nature of the field over time and place. There is general agreement, however, that the field embraces collective bargaining, various forms of workers’ participation (such as works councils and joint health and safety committees) and mechanisms for resolving collective and individual disputes. The wide variety of labour relations systems throughout the world has meant that comparative studies and identification of types are accompanied by caveats about the limitations of over-generalization and false analogies. Traditionally, four distinct types of workplace governance have been described: dictatorial, paternalistic, institutional and worker-participative; this chapter examines primarily the latter two types.

For More Reference :

[Labour Relations and Human Resource Management \(iloencyclopaedia.org\)](https://iloencyclopaedia.org/)

(From hrm-basic-notes page no. 9) ↓

Employee and Labor Relations: The relationship between managers and their employees must be handled legally and effectively. Employer and employee rights must be addressed. It is important to develop, communicate, and update HR policies and procedures so that managers and employees alike know what is expected. In some organizations, union/management relations must be addressed as well. The term labour relation refers to the interaction with employees who are represented by a trade union. Unions are organization of employees who join together to obtain more voice in decisions affecting wages, benefits, working conditions and other aspects of employment. With regard to labour relations the major function of HR personnel includes negotiating with the unions regarding wages, service conditions and resolving disputes and grievances.

Q. 21. What is employee Grievance? List and explain causes of employee grievances.

Ans. : Employee Grievance :

(As per ChatGPT)

Employee grievance refers to a formal complaint or concern raised by an employee regarding their working conditions, treatment, or any other workplace-related issue. It can pertain to matters such as harassment, discrimination, unfair policies, salary disputes, workload, or conflicts with supervisors or colleagues. The grievance process typically involves the employee expressing their complaint to the appropriate authority within the organization for resolution and addressing the issue.

List and explain causes of employee grievances :

Employee grievances can arise from various factors within the workplace. Here are some common causes of employee grievances:

1. Unfair treatment: Employees may feel unfairly treated due to favoritism, discrimination, or biased decision-making, leading to grievances.

2. Lack of communication: Insufficient or ineffective communication from management can lead to misunderstandings, confusion, and grievances among employees.
3. Poor management: Incompetent or unsupportive managers can contribute to employee dissatisfaction and grievances, including issues related to supervision, guidance, feedback, and decision-making.
4. Harassment and bullying: Workplace harassment, including verbal, physical, or psychological abuse, creates a hostile environment and can result in employees filing grievances.
5. Compensation and benefits: Disputes related to inadequate pay, unequal compensation, unpaid wages, benefits discrepancies, or denial of benefits can trigger grievances.
6. Workload and working conditions: Excessive workload, unreasonable expectations, lack of work-life balance, unsafe or unhealthy working conditions, and lack of necessary resources can lead to grievances.
7. Career development and promotion: Lack of opportunities for growth, unfair promotion practices, or failure to recognize and reward employees' efforts can cause grievances.
8. Policy violations: Breach of employment policies, such as unfair disciplinary actions, inconsistent application of rules, or violation of contractual obligations, can result in grievances.
9. Work relationships and conflicts: Interpersonal conflicts, unresolved disputes with colleagues or supervisors, or difficulties in teamwork can lead to grievances.
10. Organizational culture: A toxic or dysfunctional organizational culture characterized by lack of trust, transparency, or respect can contribute to employee grievances.

It's important for organizations to address these causes promptly and effectively to prevent grievances and maintain a positive work environment.

Defining Employee Grievances :

(As per Google)

Employee grievance can be defined as the discontentment caused by the gap between what your employees expect and what they fail to get. It may or may not be justified but needs to be tackled very carefully. A considerable amount of time must be invested by the HR person to talk to the employees to understand their grievances.

Identifying employees' grievances can be a challenge in **personnel management**. However, specific ways can help you in this job. You can consider the following points to know that the employees are not happy:

- 1. Changed Behavior:**
- 2. Suggestion Boxes:**

- 3. Open-door Policy:**
- 4. Opinion Surveys:**
- 5. Effective Exit-Interviews:**

[These points are more described in details on the below website]

Here's a list of leading causes of Employee Grievances:

1. Undesirable working conditions in physical terms.
2. Changes without prior notice.
3. Poor employee relations.
4. Improper wage adjustments.
5. Dissatisfactory office policies in case of:
 - Promotion
 - Demotion
 - Transfer
 - Discharge
 - Leaves
 - Overtime
6. Violation of laws.
7. Inadequate safety, health, and welfare amenities.
8. Labor-management hostility.
9. Incidences of workplace favoritism and nepotism.
10. Lack of organizational discipline.

[For more reference :

[Employee Grievances: 8-Steps To Handle Them Most Effectively \(vantagecircle.com\)](http://vantagecircle.com)]

Q. 22. Discuss the effects of employee grievances.

Ans : Effects of grievances are:

- (i) Decline in productivity

- (ii) Conflicts, disagreements and dissatisfaction.
- (iii) Strikes or lock-outs in extreme conditions.
- (iv) Poor performance due to lack of interest in work.
- (v) Increase in unrest and indiscipline.
- (vi) Increase in absenteeism.
- (vii) Wastage of resources.
- (viii) Increase in production costs.
- (ix) Increase in resignation of employees.

Considering the adverse effects of grievance, it is obviously in the interest of the management to aim for zero grievance rate in the organization. To ensure high productivity, management needs to maintain a work environment where the employees have cordial and harmonious relations with the management. To ensure good Industrial relations the grievances need to be identified and then redressed.

There are four main ways of discovering grievances in order to nip the evil in the bud:

(i) Suggestion Boxes:

Employees are encouraged to bring to the mind of management, their complaints and suggestions. They are directed to do so without signing their complaints in order to reduce their insecurity or fear of being ridiculed or punished.

(ii) Open Door Policy:

Mostly practical only in case of small organization this policy encourages the employees to approach the management directly in case they have a grievance. Due to lack of time for such hearings, this method is not very practical for the large organizations.

(iii) Exit Interviews:

The employees quitting the organization due to better prospects elsewhere or any grievance are interviewed in order to gain information about their reasons for leaving the organization.

(iv) Opinion Surveys:

Through periodical interviews and group discussions, vital information can be gathered about employee dissatisfaction.

By using these 4 tools, employee dissatisfaction is discovered and not given the incubation period for developing into a grievance.

From chat gpt

Employee grievances can have significant effects on both individual employees and the overall organization. Here are some key effects:

1. Decreased employee morale: Grievances can negatively impact employee morale, leading to decreased motivation, job satisfaction, and engagement. When employees feel that their concerns are not addressed, it can create a sense of frustration, resentment, and demotivation.
2. Increased employee turnover: Unresolved grievances can contribute to increased employee turnover. When employees feel their concerns are not taken seriously or addressed adequately, they may choose to leave the organization in search of better working conditions and treatment.
3. Decline in productivity: Grievances can disrupt the work environment and create distractions, resulting in decreased productivity. Employees who are preoccupied with their concerns or grievances may have difficulty focusing on their tasks, leading to lower efficiency and output.
4. Negative impact on teamwork and collaboration: Grievances can create a toxic work atmosphere, affecting teamwork and collaboration. When employees are embroiled in conflicts or feel unsupported, it can lead to strained relationships, communication breakdowns, and decreased cooperation among team members.
5. Legal and financial implications: Serious grievances that are not properly addressed may escalate into legal issues, potentially leading to legal expenses, settlements, or damage to the organization's reputation. Legal actions can also result in financial costs, such as fines or compensation awarded to aggrieved employees.
6. Damage to employer-employee relationship: Employee grievances can erode trust and damage the relationship between employees and the organization. When employees feel their concerns are not valued or that management is indifferent to their well-being, it can lead to a breakdown in trust, loyalty, and commitment to the organization.

7. Negative impact on employer branding: Unresolved grievances can harm an organization's reputation and employer branding. Dissatisfied employees may share their negative experiences on public platforms or social media, potentially deterring prospective employees from considering the organization as an employer of choice.

To mitigate the effects of employee grievances, organizations should establish effective mechanisms for employees to voice their concerns, such as open communication channels, grievance procedures, and a supportive work culture. Promptly addressing and resolving grievances demonstrates the organization's commitment to employee well-being and can help maintain a positive work environment.

Q23. Explain the grievance handling procedure.

Ans: Grievance Handling Procedure

The effectiveness of a grievance procedure depends on some prerequisites which are as follows:

1. **Acknowledging Grievance**
2. **Quick Action**
3. **Adherence to Prevailing Law**
4. **Clarity**
5. **Grievance Handling Training should be given to Senior**
6. **Execution and review (follow up)**

Acknowledging Grievance

Any kind of discontent or dissatisfaction whether expressed or not, whether valid or not, should be entertained by the superiors and managers, there should be a free flow of communications and the employees should feel free to express whatever is troubling them.

Acknowledgement of their problems instills confidence in them that they are in safe hands and their problems will be resolved.

Quick Action

As we all know justice delayed is justice denied. A grievance should be settled at the lowest stage, it will ensure the worker that management is listening to them and trying to solve their problems. The grievance procedure must aim at a speedy settlement of a grievance.

Adherence to Prevailing Law

The grievance procedure should be planned in compliance with the existing law. In other words, the existing grievance machinery as provided by law should be strictly followed.

Clarity

The procedure should be clear and simple enough to be understood by each and every employee. Every employee must clearly understand the different stages of the procedure, the forms to be filled up etc.

Grievance Handling Training should be given to Senior

Training should be imparted to the supervisors and union representatives because they are the ones who guide, supervise or spend more time with workers at the workplace.

So if any grievances arise it will instantly come to their knowledge, it is most effective if the grievances are resolved at that stage itself, there will be no need of taking it further to the next level.

Execution and review (follow up)

A regular follow up of the system increases the faith of the people in the system. The HR department should periodically review the grievance procedure of an organization and make the necessary changes whenever required.

Q24. State and explain steps in employee grievance handling.

Ans: Steps in Grievance Handling

Grievance affects not only the employee and the manager but also the organization as a whole. The grievance procedure has to be carefully designed and implemented as it deals with human sentiments.

Below steps should be followed to redress the grievance for the smooth functioning of the organization.

- **Acknowledge and understand grievance**
- **Gathering facts and data**
- **Analysis of the grievance**
- **Deriving a solution**
- **Redressal**
- **Execution and Follow up**



Fig. : Steps in Grievance Handling

Acknowledge and understand grievance

The first step in grievance handling is to timely acknowledge the problems before they turn into actual grievances through several means such as:

1. **Observation:** Through observation, a manager/supervisor can easily track the behaviour of people working under him. He can easily find out the unusual behaviour and prepare report accordingly.
2. **Opinion surveys:** Periodical interviews, group meetings, collective bargaining sessions etc with the workers are also helpful in knowing employee discontent before it becomes a grievance.
3. **Gripe boxes:** It is a box in which employees can drop their complaints. Employees do not have to disclose their identity while expressing their feelings of injustice or discontent.
4. **Exit interviews:** Employees usually leave their current jobs due to dissatisfaction regarding some areas at work. Exit interviews, conducted properly, can provide important information about employee's grievances.
5. **Open door policy:** This policy is useful in keeping touch with the employee's feelings as some organizations extend a general invitation to their employees to talk over their grievances in the manager's room.

Gathering facts and data

The next step is to collect facts and data about the grievance from all the parties involved. Everyone's opinion should be given equal importance and no fact should be neglected or ignored.

Analysis of the grievance

The problem should be analyzed on the basis of the facts and data received after taking into consideration the economic, social, psychological and legal issues involved in them.

Deriving a solution

After analyzing all the facts and data, different alternative solutions to the problem should be discussed and the best solution should be selected.

Redressal

The grievance should be redressed by promptly putting into action the best solution selected. The employee should be relieved of the stress and discontent as soon as possible.

Execution and Follow up

Once the solution is executed and implemented, there should be a timely follow up registering the employee's reaction to the decision. Also, it should be checked time and again whether the issue has been properly closed and it should be made sure that it does not reoccur.

Q25. Explain benefits of good grievance handling.

Ans: Benefits of Grievance Handling

The benefits of a good grievance handling system are as follows:

1. **Avoids Disputes**
2. **Opportunity for the Workers to Express their Dissatisfaction**
3. **Boosts Morale and Emotional Security**
4. **Enhances Commitment of the Staff**
5. **Helps Maintain Cordial Relationship**
6. **Improves Staff Productivity**

Avoids Disputes

Before a grievance takes the form of any kind of dispute, it is the duty of the management to solve it as soon as possible. Timely redressal of grievance saves the organization from settling a dispute that may arise otherwise.

Opportunity for the Workers to Express their Dissatisfaction

It provides the workers an opportunity to express their fears, anxieties and dissatisfaction. It brings grievance to the open and to the knowledge of the managers so that they can take a step to resolve it.

Boosts Morale and Emotional Security

It provides employees a platform where they can formally release their emotional stress and dissatisfaction. It thus builds within him a sense of emotional security.

Enhances Commitment of the Staff

When the employees feel emotionally secured that their problems and grievances are being attended to and resolved promptly, they feel a sense of commitment to the organization. Their drive to perform to the best of their ability increases and they become more loyal towards the organization.

Helps Maintain Cordial Relationship

Acknowledgement of employee grievance by the managers and redressal of the same as soon as possible promotes a healthy relationship between the subordinate and the superior. The subordinate feels cared for and in return would follow the instructions of the superior with greater dedication.

Improves Staff Productivity

When an employee grievance is attended to and a prompt action is taken to redress it, it boosts the employee's morale, motivates him to maximize his potential and work with full dedication and commitment. This results in higher standards of productivity and optimum utilization of resources.

Q26. Explain redressal methods employee grievances

Ans: Employee grievances can be addressed through various redressal methods. Here are some common methods used to address employee grievances:

1. **Informal Discussions:** In many cases, grievances can be resolved through informal discussions between the concerned employee and their immediate supervisor or manager. This approach encourages open communication, active listening, and a collaborative effort to find a resolution. It provides an opportunity for the employee to express their concerns and allows the supervisor to address the issue promptly.
2. **Mediation:** Mediation involves a neutral third party who facilitates communication and negotiation between the employee and the management. The mediator helps identify the underlying issues, encourages dialogue, and assists in finding a mutually

- acceptable solution. Mediation is a voluntary process that promotes understanding, cooperation, and consensus-building.
3. Grievance Committee: Organizations may establish a grievance committee consisting of representatives from management and employees. This committee acts as an impartial body responsible for investigating and resolving grievances. The committee conducts hearings, reviews evidence, and makes recommendations for resolution. This approach ensures a fair and unbiased assessment of the grievance.
 4. Escalation to Higher Management: If an employee is not satisfied with the resolution at the initial level, they may escalate the grievance to higher levels of management. This can involve presenting the grievance to senior managers, human resources department, or any designated authority within the organization who has the power to address and resolve the issue.
 5. Arbitration: Arbitration is a formal process where an impartial third party, called an arbitrator, is appointed to hear the grievances and make a binding decision. The arbitrator reviews the evidence presented by both parties and issues a final decision that must be accepted by both the employee and the organization.
 6. Legal Action: In situations where the grievance involves a violation of employment laws or contractual obligations, employees may choose to pursue legal action. This can involve filing a complaint with labor authorities or seeking legal representation to protect their rights and seek appropriate remedies.

It's important for organizations to have a clear and well-defined grievance redressal policy that outlines the steps to be followed, the individuals or committees involved, and the expected timelines for resolution. Effective communication and a commitment to addressing employee grievances promptly and fairly are essential for maintaining a positive work environment.

Q27. What is employee stress management? What are reasons behind high levels of stress?

Ans: Employees may experience stress in the workplace when they have overwhelming workloads, too few advancement opportunities and ineffective ways to resolve conflicts with one another. A plan for managing stress amongst employees can involve various techniques, including the collection and implementation of feedback and the provision of good employee benefits. Understanding what employee stress management is, can help you create a more productive and inviting work environment and remove obstacles to organisational success.

In this article, we explain what employee stress management is and provide seven techniques you can implement in the workplace.

There are various reasons behind high levels of stress among employees. Some common factors include:

1. Workload: Heavy workloads, unrealistic expectations, and tight deadlines can create excessive pressure and stress for employees. Feeling overwhelmed by the amount of work can lead to stress and burnout.
2. Lack of Control: When employees have limited control over their work processes, decision-making, and time management, it can contribute to stress. Micromanagement and lack of autonomy can make employees feel powerless and stressed.
3. Job Insecurity: Fear of job loss, uncertainty about the future, and unstable work environments can significantly impact employee stress levels. Concerns about job security can cause anxiety and stress.
4. Role Ambiguity: Unclear job expectations, conflicting responsibilities, or frequent changes in job tasks can lead to confusion and stress. Employees may feel unsure about their roles and responsibilities, which can contribute to stress and job dissatisfaction.
5. Poor Work-Life Balance: When employees struggle to balance their work commitments with personal and family responsibilities, it can result in high levels of stress. Long working hours, lack of flexibility, and inadequate time for rest and relaxation can contribute to stress and negatively impact well-being.
6. Organizational Culture: An unhealthy work environment characterized by poor communication, lack of support, and unresolved conflicts can contribute to high stress levels. Negative interpersonal relationships, bullying, and a culture of overwork can adversely affect employee well-being.
7. Lack of Recognition and Reward: Employees who feel undervalued, unappreciated, or unsupported are more likely to experience stress. The absence of recognition for their efforts and a lack of opportunities for growth and advancement can contribute to stress and job dissatisfaction.
8. Personal Factors: Personal circumstances, such as financial difficulties, health issues, and family problems, can also contribute to employee stress. Personal challenges can spill over into the workplace and impact overall well-being.

Q28. Discuss techniques to employee stress management.

Ans: Employee stress management involves implementing various techniques to help employees effectively manage and cope with stress in the workplace. Here are some techniques commonly used:

1. Encourage work-life balance: Promote a healthy work-life balance by establishing clear boundaries between work and personal life. Encourage employees to take breaks, use vacation time, and avoid excessive overtime.
2. Provide stress reduction programs: Offer stress reduction programs such as yoga classes, meditation sessions, or mindfulness training. These activities can help employees relax, reduce anxiety, and improve their overall well-being.
3. Foster a supportive work environment: Create a supportive work environment where employees feel comfortable discussing their stressors and seeking assistance.

- Encourage open communication, empathy, and teamwork among employees and managers.
4. Set realistic goals and expectations: Ensure that goals and expectations are clear, realistic, and achievable. Unrealistic workloads and deadlines can contribute to employee stress. Regularly communicate with employees to clarify priorities and provide feedback.
 5. Encourage time management and prioritization: Teach employees effective time management techniques, such as prioritizing tasks, delegating when necessary, and breaking down larger projects into manageable steps. This helps reduce stress by promoting a sense of control and productivity.
 6. Provide training and development opportunities: Offer training programs to enhance employees' skills and knowledge, reducing stress associated with feeling overwhelmed or inadequate in their roles. Learning new skills can increase confidence and job satisfaction.
 7. Support physical well-being: Promote physical well-being by providing access to fitness facilities, organizing wellness challenges, or encouraging regular exercise breaks. Physical activity can reduce stress, improve mood, and increase energy levels.
 8. Implement stress-reducing policies: Establish policies that support stress reduction, such as flexible work schedules, remote work options, and regular breaks. These policies can accommodate individual needs and reduce stress caused by rigid work arrangements.
 9. Encourage social connections: Foster a sense of community and social support among employees. Encourage team-building activities, social events, and opportunities for collaboration. Positive relationships at work can alleviate stress and increase job satisfaction.
 10. Offer resources and support: Provide resources such as employee assistance programs (EAPs), counseling services, or access to mental health professionals. Communicate the availability of these resources to employees, ensuring confidentiality and accessibility.

Q29. Explain implementation steps of Human Resources Information Systems.

Ans: Implementing Human Resources Information Systems (HRIS) involves several steps to ensure a smooth and successful integration into an organization. Here are the key implementation steps:

1. Define objectives and requirements: Clearly define the objectives and requirements for implementing an HRIS. Determine the specific functionalities and features needed to support the organization's HR processes, such as employee data management, payroll, benefits administration, time and attendance tracking, performance management, and reporting.
2. Conduct a needs assessment: Assess the current HR processes, systems, and data management practices to identify gaps and areas that can be improved by

- implementing an HRIS. Gather input from key stakeholders, including HR professionals, IT personnel, and department heads, to understand their requirements and pain points.
3. Research and select an HRIS vendor: Conduct thorough research to identify suitable HRIS vendors that align with the organization's requirements. Evaluate vendors based on factors like system capabilities, scalability, integration capabilities, user-friendliness, customer support, and cost. Request proposals, demonstrations, and references from potential vendors before making a final selection.
 4. Plan and prepare for implementation: Develop a comprehensive implementation plan that includes timelines, resource allocation, and responsibilities. Create a project team comprising HR professionals, IT personnel, and representatives from other relevant departments. Define the data migration strategy, system configuration, customization needs, and integration requirements with other systems.
 5. Data migration and system setup: Cleanse and migrate existing HR data from legacy systems to the new HRIS. Develop a data migration strategy, ensuring data accuracy, integrity, and confidentiality. Configure the HRIS to reflect the organization's structure, hierarchies, policies, and workflows. Set up user roles, permissions, and security settings.
 6. Testing and training: Conduct thorough testing of the HRIS to ensure that it functions as intended and meets the organization's requirements. Test various scenarios, data inputs, and system functionalities. Provide comprehensive training to HR staff, managers, and employees on how to effectively use the HRIS, enter data, generate reports, and perform routine tasks.
 7. Rollout and communication: Communicate the implementation plan, timelines, and changes to all stakeholders. Clearly explain the benefits and expected outcomes of the new HRIS. Address any concerns or resistance from employees and provide support throughout the transition. Monitor and address any initial challenges or issues that arise during the rollout.
 8. Ongoing support and evaluation: Provide ongoing technical support, system maintenance, and user assistance after the implementation. Continuously evaluate the performance and effectiveness of the HRIS against the defined objectives. Gather feedback from users and stakeholders to identify areas for improvement and implement necessary enhancements or updates.

It's important to note that the implementation steps may vary depending on the specific HRIS chosen and the organization's unique requirements. Collaborating with HRIS vendors and leveraging their expertise can further streamline the implementation process.

Q.30. Explain advantages and disadvantages of HRIS.

Ans : What Are the Advantages of an HRIS?

- **One-stop shopping.** One of the most frequently mentioned advantages of an HRIS is that you enter information only once for many HR-related employee

tasks. And, similarly, you need to update only one place when employee information changes.

- **Integration of data.** Furthermore, different parts of the system can “talk to each other” allowing more meaningful reporting and analysis capabilities, including internal evaluations and audits and preparation of data for outsiders.
- **Accuracy.** Improved accuracy is likely assuming data are entered and manipulated correctly.
- **Self service.** This feature can be a great timesaver for HR. Employees may enter the system to change data (for example, change their own addresses) and managers and supervisors may enter the system to enter data (for example, performance reviews) or to retrieve data without bothering HR.
- **Automated reminders.** Systems can schedule events, such as performance appraisals and benefit deadlines, automatically notifying and nudging if actions have not been performed.
- **Hosting of company-related documents.** The system can host such materials as employee handbooks, procedures, and safety guidelines. The materials are easily updated in one place.
- **Benefits administration.** This could include enrollment, notices, changes, and reporting.
- **Recruiting management.** This may include applicant tracking, management, and reporting.
- Efficient data management: HRIS allows for centralized storage and easy access to employee data, such as personal information, job history, performance records, and training details. This streamlines HR processes and reduces paperwork.
- Time and cost savings: By automating routine administrative tasks, HRIS reduces the time and effort required for HR activities like payroll processing, attendance tracking, and benefits administration. This can lead to cost savings by optimizing resource allocation.
- Enhanced accuracy: HRIS minimizes manual data entry and the associated errors, ensuring more accurate and reliable information. This is particularly important for tasks like payroll calculations and compliance reporting.
- Streamlined workflows: HRIS provides workflows and automation capabilities, simplifying processes such as recruitment, onboarding, performance management, and leave management. This increases efficiency and reduces the chances of errors or delays.
- Improved reporting and analytics: HRIS generates comprehensive reports and analytics on various HR metrics, such as employee turnover, training needs, and performance evaluations. These insights enable data-driven decision-making and strategic workforce planning.

What Are the Disadvantages?

There are, of course, some disadvantages to using an HRIS.

- **Security.** Security is one of the biggest worries. Systems must be designed to prevent unauthorized access to sensitive and confidential data and also the unintended publication of such information. This typically required many “compartments” and many levels of authority for access, all of which have to be monitored and maintained.
- **Cost.** Then there is the cost factor. Especially for smaller companies, this can pose a problem. With any system, there are acquisition costs and maintenance costs. SaaS (software as a service) systems are somewhat easier to handle from a cost standpoint since they are cloud-based and don't require as much initial outlay.
- **Staffing.** With larger installations, there's probably the cost of hiring an IT specialist to manage the system.
- Initial implementation and maintenance costs: Implementing an HRIS requires significant upfront costs, including software licenses, hardware, and training. Additionally, ongoing maintenance, updates, and technical support can add to the expenses.
- Technical challenges: HRIS relies on technology, and issues such as system downtime, data security breaches, or software compatibility problems can disrupt HR operations. Adequate IT support and robust security measures are crucial to mitigate these risks.
- Learning curve and resistance to change: Employees and HR staff may require time and training to adapt to a new HRIS system. Resistance to change or lack of user adoption can hinder the system's effectiveness and limit its benefits.
- Data privacy and security concerns: HRIS holds sensitive employee data, making data privacy and security crucial. Adequate measures must be in place to safeguard confidential information and comply with relevant data protection regulations.
- Dependency on technology: In the event of system failures or technical issues, HR processes heavily reliant on HRIS may experience disruptions. It is essential to have backup plans and contingency measures to minimize the impact of any technical issues.

Q. 31. Define Human Resources Information System (HRIS). Explain objectives of HRIS.

Ans : What is an HRIS?

HRIS stands for Human Resources Information System. The HRIS is a system that is used to collect and store data on an organization's employees.

In most cases, an HRIS encompasses the basic functionalities needed for end-to-end Human Resources Management (HRM). It is a system for recruitment, performance management, learning & development, and more.

An HRIS is also known as HRIS software. This is a bit confusing as it implies that different systems can have different software running on them. However, this is not the case. The HRIS is, in essence, an HR software package.

The HRIS can either run on the company's own technical infrastructure, or, more common nowadays, be cloud-based. This means that the HR software is running outside of the company's premises, making it much easier to update.

Other commonly used names are *HRIS system* and *HRMS*, or Human Resources Management system. These are all different words for the same thing. Collectively, these systems are also called Human Capital Management systems, or HCM. In this article, we will use the terms HRIS and HRIS systems interchangeably.

Objectives of HRIS:

1. Efficient data management: The primary objective of HRIS is to streamline the management of employee data and information. It provides a centralized database where HR personnel can store, update, and retrieve employee records, eliminating the need for manual paperwork and improving data accuracy and accessibility.
2. Automation of HR processes: HRIS aims to automate and simplify routine administrative tasks, such as payroll processing, attendance tracking, benefits enrollment, and leave management. This automation reduces the time and effort required for these activities, allowing HR staff to focus on more strategic initiatives.
3. Enhanced decision-making: HRIS facilitates informed decision-making by providing access to comprehensive data and analytics. It generates reports and metrics on various HR aspects, such as employee performance, turnover rates, training needs, and workforce demographics. These insights enable HR professionals and management to make data-driven decisions and develop effective HR strategies.
4. Improved employee self-service: HRIS often includes self-service portals or employee self-service modules, enabling employees to access and update their personal

information, view their pay stubs, submit leave requests, and participate in performance evaluations. This empowers employees, reduces HR workload, and enhances employee satisfaction.

5. Compliance and regulatory adherence: HRIS helps organizations maintain compliance with relevant employment laws, regulations, and reporting requirements. It enables accurate and timely generation of reports and documentation needed for audits, tax filings, and government submissions.
6. Integration and collaboration: HRIS integrates various HR functions and encourages collaboration among HR teams, managers, and employees. It allows for seamless sharing of information, facilitates communication, and promotes cross-functional collaboration within the organization.

Q32. What is Human Resources Information System (HRIS)? Explain it's need.

Ans: The need for an HRIS arises from several factors:

1. Efficient Data Management: HR departments deal with a vast amount of employee information, which can be time-consuming and error-prone to manage manually. An HRIS automates data entry, storage, and retrieval, ensuring accurate and up-to-date information while saving time and effort.
2. Streamlined Processes: An HRIS automates various HR processes, such as employee onboarding, leave management, performance evaluations, and benefits administration. This automation reduces paperwork, eliminates manual tasks, and enables HR professionals to focus on more strategic initiatives.
3. Improved Data Analysis and Reporting: HRIS provides advanced reporting and analytics capabilities, allowing HR professionals to gain insights from employee data. This data-driven approach helps in identifying trends, making informed decisions, and measuring the effectiveness of HR programs and policies.
4. Enhanced Compliance: HRIS systems help organizations stay compliant with labor laws, regulations, and internal policies. They can generate accurate reports, track employee certifications and training, monitor compliance deadlines, and facilitate auditing processes.
5. Self-Service for Employees: HRIS often includes self-service portals where employees can access their personal information, update details, request time off, view pay stubs, and enroll in benefits. This empowers employees to manage their own HR-related tasks, reducing administrative burden for HR staff.
6. Integration and Data Accessibility: An HRIS can integrate with other systems like payroll, time and attendance, and performance management tools. This integration enables seamless data flow, eliminates duplicate data entry, and provides a comprehensive view of employee information across different systems.

Q33. What is job analysis? What are various steps of job analysis?

Ans: Job Analysis Defined

Developing an organizational structure, results in jobs which have to be staffed. Job analysis is the procedure through which you determine the duties and nature of the jobs and the kinds of people (in terms of skills and experience) who should be hired for them.' It provides you with data on job requirements, which are then used for developing job descriptions (what the job entails) and job specifications (what kind of people to hire for the job). Some of the definitions of job analysis are given as follows, to understand the meaning of the term more clearly:

According to Michael L. Jucius, "Job analysis refers to the process of studying the operations, duties and organizational aspects of jobs in order to derive specifications or as they called by some, job descriptions."

According to DeCenzo and P. Robbins, "A job analysis is a systematic exploration of the activities within a job. It is a basic technical procedure, one that is used to define the duties, responsibilities, and accountabilities of a job."

According to Herbert G Herman "A job is a collection of tasks that can be performed by a single employee to contribute to the production of some product or service provided by the organization. Each job has certain ability requirements (as well as certain rewards) associated with it. Job analysis process used to identify these requirements."

Flippo has offered a more comprehensive definition of job analysis as, "Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job. The immediate products of the analysis are job descriptions and job specifications"

Thus, job analysis involves the process of identifying the nature of a job (job description) and the qualities of the likely job holder (job specification)

Steps in Job Analysis The six steps of job analysis are shown in figure 3.3

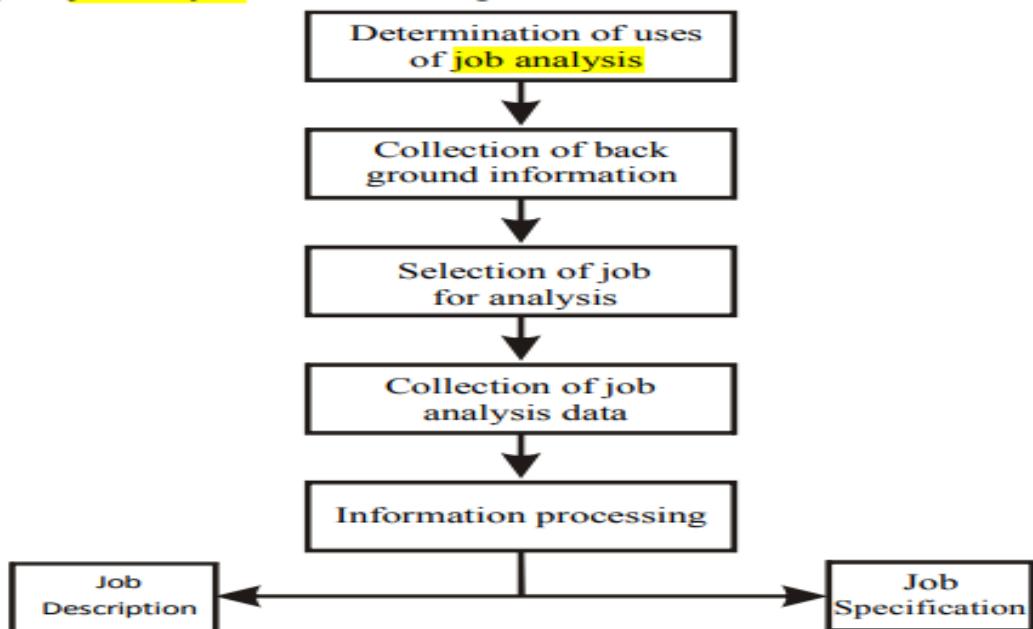


Figure 3.3 : Job Analysis Process

1. Determine the Use of the Job Analysis Information: Start by identifying the use to which the information will be put, since this will determine the type of data you collect and the technique you use to collect them.

2. Collection of Background Information: According to Terry, "The make-up of a job, its relation to other jobs, and its requirements for competent performance are essential information needed for a job evaluation. This information can be had by reviewing available background information such as organization charts (which show how the job in question relates to other jobs and where they fit into the overall organization); class specifications (which describe the general requirements of the class of job to which the job under analysis belongs); and the existing job descriptions which provide a starting point from which to build the revised job description".

3. Selection of Jobs for Analysis: To do job analysis is a costly and time consuming process. It is hence, necessary to select a representative sample of jobs for purposes of analysis. Priorities of various jobs can also be determined. A job may be selected because it has undergone undocumented changes in job content. The request for analysis of a job may originate with the employee, supervisor, or a manager. When the employee requests an analysis it is usually because new job demands have not been reflected in changes in wages. Employee's salaries are, in part, based upon the nature of the work that they perform. Some organizations establish a time cycle for the analysis of each job. For example: A job analysis may be required for all jobs every three years. New jobs must also be subjected to analysis.

4. Collection of Job Analysis Data: Job data on features of the job, required employee qualification and requirements, should be collected either from the employees who actually perform a job; or from other employees (such as foremen or supervisors) who watch the workers doing a job and thereby acquire knowledge about it; or from the outside persons, known as the trade job analysis who are appointed to watch employees performing a job. The duties of such a trade job analyst are (i) to outline the complete scope of a job and to consider all the physical and mental activities involved in determining what the worker does.;

(ii) find out why a worker does a job; and for this purpose he studies why each task is essential for the overall result; and (iii) the skill factor which may be needed in the worker to differentiate between jobs and establish the extent of the difficulty of any job.

5. Processing the Information: Once job analysis information has been collected, the next step is to place it in a form that will make it useful to those charged with the various personnel functions. Several issues arise with respect to this. First, how much detail is needed? Second, can the job analysis information be expressed in quantitative terms? These must be considered properly.

6. Preparing Job Descriptions and Job Classifications: Job information which has been collected must be processed to prepare the job description form. It is a statement showing full details of the activities of the job. Separate job description forms may be used for various activities in the job and may be compiled later on. The job analysis is made with the help of these description forms. These forms may be used as reference for the future.

7. Developing Job Specifications: Job specifications are also prepared on the basis of information collected. It is a statement of minimum acceptable qualities of the person to be placed on the job. It specifies the standard by which the qualities of the person are measured. Job analyst prepares such statement taking into consideration the skills required in performing the job properly. Such statement is used in selecting a person matching with the job

Q34. Define job analysis. What are various methods of job analysis?

Ans: 1. Participant Diary/Logs: Workers can be to keep participant diary/long or lists of things they do during the day. For every activity he or she engages in, the employee records the activity (along with the time) in a log. This can provide you with a very comprehensive picture of the job, especially when it's supplemented with subsequent interviews with the worker and his or her supervisor. This method provides more accurate information if done faithfully. However, it is quite time consuming. Further, each job holder may maintain records according to his own way which presents problems in analysis at later stage. Therefore, it has limited application.

2. Interview: There are three types of interviews you can use to collect job analysis data: individual interviews with each employee; group interviews with groups of employees having the same job; and supervisor interviews with one or more supervisors who are thoroughly knowledgeable about the job being analyzed. The group interview is used when a large number of employees are performing similar or identical work, since this can be a quick and inexpensive way of learning about the job. As a rule, the worker's immediate supervisor would attend the group session; if not, you should interview the supervisor separately to get that person's perspective on the duties and responsibilities of the job.

3. Critical Incidents: In this method, job holders are asked to describe incidents concerning the job on the basis of their past experience. The incidents so collected are analyzed and classified according to the job areas they describe. A fairly picture of actual job requirements can be obtained by distinguishing between effective and ineffective behaviors of workers on the job. However, this method is time consuming. The analyst requires a high degree of skill to analyze the contents of descriptions given by workers.

4. Technical Conference Method: This method utilizes supervisors with extensive knowledge of the job. Here, specific characteristics of a job are obtained from the "experts." Although it is a good data gathering method, it often overlooks the incumbent worker's perception about what they do on their job.

5. Job Performance: Under this method, the job analyst actually performs the job under study to get first-hand experience of the actual tasks, and physical and social demands of the job. This method can be used only for jobs where skill requirements are low and can be learnt quickly and easily. This is a timeconsuming method and is not appropriate for jobs requiring extensive training.

6. Functional Job Analysis: Functional job analysis (FJA) is employee- oriented analytical approach of job analysis. This approach attempts to describe the whole person on the job. The main features of FJA include the following:

- The extent to which specific instruction are necessary to perform the task
- The extent to which reasoning and judgment are required

to perform the task • The mathematical ability required to perform the task and • The verbal and language facilities required to perform the task.

7. Observation Method: Using this method, a job analyst watches employees directly on the job. Observations are made on various tasks, activities, the pace at which tasks are carried out, and the way different activities are performed. This method is suitable for jobs that involve manual, standardized, and short job cycle activities. This method also requires that the entire range of activities be observable; possible with some jobs.

8. Questionnaires: The method is usually employed by engineering consultants. Properly drafted questionnaires are sent out to job-holders for completion and are returned to supervisors. However, the information received is often unorganized and incoherent. The idea in issuing questionnaire is to elicit the necessary information from job –holders so that any error may first be discussed with the employee and, after corrections, may be submitted to the job analyst.

Q35. What do you mean by job analysis, job description and job specification?

Ans: Writing Job Description A Job description is a written statement of what the job holder actually does, how he or she does it, and under what conditions the job is performed. This information is in turn used to write a job specification. This lists the knowledge, abilities, and skills needed to perform the job satisfactorily. While there is no standard format you must use in writing a job description, most descriptions contain at least sections on:

1. Job Identification: It includes the job title, alternative title, department, division, and plant and code number of the job. The job title identifies and designates the job properly, the department, division, etc., indicate the name of the department where it is situated – whether it is the maintenance department, mechanical shop etc. Location gives the name of the place. This portion of job description gives answer to two important questions: to what higher level job is this job accountable. And who is supervised directly?

2. Job Summary: Job summary describes the contents of the jobs in terms of activities or tasks performed. Job summary should clear the nature of the job. Primary, secondary and other duties to be performed on the job should clearly be indicated separately.

3. Duties and Responsibilities: This is the most important phase of job description and should be prepared very carefully. It describes the duties to be performed along with frequency of each major duty. Responsibilities concerning custody of money, supervision and training of staff etc. are also described in this part.

4. Supervision: Under it is given number of persons to be supervised along with their job titles, and the extent of supervision involved –general, intermediate or close supervision

5. Relation to Other Jobs: It describes the vertical and horizontal relationships of work flow. It also indicates to whom the jobholder will report and who will report to him. It gives an idea of channels of promotion.

6. Machine, tools and equipment define each major type or trade name of the machines and tools and the raw materials used.

7. Working Conditions: The working environment in terms of heat, light, noise, dust and fumes etc, the job hazards and possibility of their occurrence and working conditions should also be described. It will be helpful in job evaluation.

8. Social Environment: It specifies the social conditions under which the work will be performed. In this part the size of work group, interpersonal interactions required to perform the job and development facilities are mentioned

Job Specification The job specification states the minimum acceptable qualifications that the incumbent must possess to perform the job successfully. Based on the information acquired through job analysis, the job specification identifies the knowledge, skills, and abilities needed to do the job effectively. Individuals possessing the personal characteristics identified in the job specification should perform the job more effectively than individuals lacking these personal characteristics. The job specification, therefore, is an important tool in the selection process, for it keeps the selector's attention on the list of qualifications necessary for an incumbent to perform the job and assists in determining whether candidates are qualified.

According to Dale Yoder, "The job specification, as such a summary properly described is thus a specialized job description, emphasizing personnel requirement and designed especially to facilitate selection and placement."

Flippo has defined job specification as, "Job specification is a statement of the minimum acceptable human qualities necessary to perform a job properly It is a standard of personnel and designates the qualities required for acceptable performance." It is clear from the above definitions that job specification is a statement of summary of personnel requirements for a job. It may also be called "standard of personnel for the selection"

A Job Specification should include:

- (i) Physical characteristics, which include health, strength, endurance, age, height, weight, vision, voice, eye, hand and foot co-ordination, motor co-ordination, and colour discrimination.
- (ii) Psychological and social characteristics such as emotional stability, flexibility, decision making ability, analytical view, mental ability, pleasing manners, initiative, conversational ability etc.
- (iii) Mental Characteristics such as general intelligence, memory, judgement, ability to concentrate, foresight etc.
- (iv) Personal Characteristics such as sex, education, family background, job experience, hobbies, extracurricular activities etc.

All these characteristics must be classified into three categories:

- Essential attributes which a person must possess.
- Desirable attributes which a person ought to posses.

- Contra indicators which will become a handicap to successful job performance.

Q.36 List and explain major labour laws that are being followed in India.

Ans : Indian labour laws are made to define clear cut relations between employees and employers. Indian labour laws are made to safeguard the interests of the workers.

In the outbreak of the COVID-19, many states have relaxed the labour laws in the favour of the employers/investors so that foreign investment can be attracted in their states. This relaxation may cause violation of labour laws in India. In this article, we have explained some important labour laws and their provisions.

List of major Labor law Acts in India

1. Worker's Compensation Act, 1923
2. The Trade Unions Act, 1926
3. Payment of Wages Act, 1936
4. Industrial Employment (Standing Orders) Act, 1946
5. Indian Industrial Disputes Act, 1947
6. Minimum Wages Act, 1948
7. Factories Act, 1948
8. Maternity Benefits Act, 1961
9. Payment of Bonus Act, 1965'
10. MRTU and PULP Act, 1971
11. The Payments of Gratuity Act, 1972
12. Labour Law Compliance Rules
13. Employees Provident Fund
14. Employees' State Insurance
15. Collective Bargaining
16. Unorganised Workers' Social Security Act, 2009
17. Sexual Harassment of Women at Workplace Act, 2013

Now let us have a glimpse of the provisions of some important labour laws in India.

1. The Trade Unions Act, 1926:-

Trade unions are a very strong medium to safe the rights of the employees. These unions have the power to compel higher management to accept their reasonable demands.

Article 19(1)(c) of the Indian Constitution gives everyone the right "to form associations or unions". The Trade Unions Act 1926, amended in 2001 and contains rules on governance and general rights of trade unions.

2. The Payment of Wages Act 1936:-

This act ensures that workers must get wages/salaries on time and without any unauthorised deductions. **Section 6 of the Wages Act 1936 says that workers must be paid in money rather than in kind.**

3. Industrial Disputes Act 1947:-

This act has the provisions regarding the fair dismissal of permanent employees. As per this law, **a worker who has been employed for more than a year can only be dismissed if permission is sought from and granted by the appropriate government office/concerned authority.**

A worker must be given valid reasons before dismissal. An employee of permanent job nature can only be terminated for proven misconduct or for habitual absence from the office.

4. Minimum Wages Act, 1948

This act ensures minimum wage/salary to workers of different economic sectors. State and Central governments have the power to decide wages according to the kind of work and location.

This wage may range between as much as Rs 143 to 1120/ day. This minimum wage can be different in states to states.

The average per day wage rate for unskilled work under the MGNREGA is set to rise by 11% from Rs. 182 to Rs. 202 for 2020-21.

A MGNREGA worker gets Rs 258/day in Dadra and Nagar Haveli while Rs 238 in Maharashtra and Rs 204 in West Bengal.

5. Maternity Benefits Act, 1961:-

This Act entitles maternity leave for pregnant women employees i.e. full payment despite absence from work. As per this act, **female workers are entitled to a maximum of 12 weeks (84 days) of maternity leave.** All the organised and unorganised offices that have more than 10 employees shall implement this act. So this law protects the job of the female workers during pregnancy and post-delivery. This act has been amended in 2017.

6. Sexual Harassment of Women employees at Workplace Act, 2013:-

This act prohibits any kind of sexual Harassment of the women workers at the workplace. This Act came into force from 9 December 2013.

What comes under sexual Harassment:-

- a)** Showing pornography
- b)** A demand or request for sexual favours

- c) Sexually coloured remarks
- d) Physical contact and advances
- e) Any other unwelcome physical verbal or non-verbal behaviour of sexual nature.
- f) lewd comment

This act must be implemented by all public or private and organised or unorganised sectors that **have more than 10 employees**. This act covers all women, irrespective of her age or employment status. Most Indian employers did not implement this law. So these were some important labour laws in India which are made to protect the employment and ensure good working conditions, fixed working hours, fair payment, bonus and maternity leaves etc. This article is very important for various competitive exams like UPSC/PSC/SSC etc.

Q. 37. Explain various internal sources of recruitment.

Ans : Different Internal Sources of Recruitment

Various types of methods are used in the internal sources of recruitment which are very beneficial for the organization. It is done through various types such as promotion, re-hiring and transferring employees within the premises of the company. Let us have a look.

1. Promotion

It is a process of upward movement of the existing employees from the current position to some high level of positions. It follows a set of the hierarchical level to the topmost job roles with an increase in the income along with the associated responsibilities. Promotion acts as recognition as well as reward in return for the hard work, efficiency, and talent.

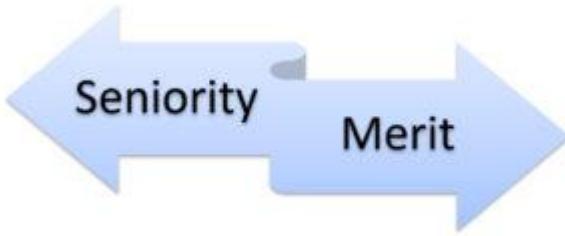
This will encourage the morale of the employee and also satisfy them towards their career progression, motivate to perform better at high positions. By promoting to the high positions, they get to know and learn new skills, knowledge, and education.

Also See: [Importance of Motivation in HRM?](#)

The merit of all the employees decides the promotion which includes employee's skill, knowledge, efficiency, ability, achievements, and aptitude as measured from the educational background, training, past employment, and performance of the employee that is the entire tenure of the service in the similar job as well as in the same company.

The vacant positions can be filled by promoting the existing employees and it also encourages improving the performance. The decisions related to promotions are based on seniority, experience, education gained, work performance, and productivity. A clear, formal and systematic policy for promotion is established by the organizations.

There is no partiality and biases existed in the promotion policy so that the deserving and talented employee will be promoted to the high level of positions.



Promotion is done on two bases, the first one is seniority and the other one is merit. In the case of seniority, the entire tenure of service of the employee is taken into consideration. It is expected by the employees as the long-term services with a particular organization ensure the pay hike with promotion. On the contrary, Merit-based promotion is done on the basis of employee's skill, talent, knowledge, ability, performance, and productivity. The quality of services rendered by the employee during the job tenure is considered by the management.

It is always a controversial topic on which basis the employee should get the promotion because both types are important in different ways. Hence, a blend of seniority and merit is a perfect choice.

2. Transfer

As the word signifies, the word "Transfer" means shifting of an employee from the same level of job to another similar job. It does not relate to any changes in salary, rank, responsibilities, and prestige as well. Simply, it is a kind of lateral shifting from one position to other but no change in roles and responsibilities. No extra skill is required by this type of internal recruitment. Moreover, it is a good avenue to maintain cordial relations between the

workers and also avoids the monotonous working routine. Keep the employee well-versed with other activities and tasks of the business.

3. Demotion

It indicates the demotion of the employee from the high-level positions to the lower-level positions with a decrement in pay and status. However, it is a kind of punishment due to the low performance of an employee and it is given in some exceptional cases only.

4. Former Employees

These are those employees who are working on a part-time basis and now, would like to work on a full-time basis or the ex-employees of a company who already left the company for some genuine reasons but now willing to join again. These employees are a good internal source of recruitment as the organization knows about the performance of the employee and there is no chance of making bad decisions.

Generally, these employees are laid off and work seasonally during summer vacations or tax seasons. One of the simple and cost-effective ways to maintain a pool of talented candidates is by creating alumni at work. Further, referrals can get from former employees as they are aware of the company, culture, and work ethics.

5. Retention

It is a type of internal recruitment under which a retired employee seems beneficial and an asset to the growth of the organization. So, the management may retain such employees after superannuation to meet the requirements of the manpower.

6. Deceased

It is another type of internal recruitment under which favour is done for the deceased employee of the organization. Under this type of recruitment, the legal heir or the dependent of the deceased employee gets an opportunity to work on the place of the deceased.

7. Acquisition and Mergers

This type of recruitment is done internally on the basis of acquisitions as well as mergers. When a company acquires another firm or merges with other company, then the requirement of the workforce is met through the employees available in these companies.

Also See: [Scope of Human Resource Management: Complete Reference](#)

8. Employee Referrals

Existing employees of a company refer to kith and kin for the vacant job post. These employees are well-verses with the working environment, the company's culture, and the requirements of the job. Moreover, they refer family and friends to the management if they find that they are suitable to do the job. The employee Referral program is always encouraged by the organization as it saves time and effort instead of hiring through the external sources of recruitment. However, if the referred candidate will get selected for the job position, then the existing employee will also get the incentives in the form of "finder's fees".

9. Job Posting

It is a straightforward way to hire employees from the inside of the organization. Under this method of an internal source of recruitment, the job openings are publicized on bulletin boards, electronic media, and similar outlets.

Q38. Explain various external Sources of recruitment with their advantages and disadvantages.

Ans: External recruitment sources

External recruitment sources refer to a group of candidates from outside the company who might fit the vacant role. Organisations develop a recruitment budget to find, screen and interview candidates from various external sources. After hiring new talent, an organisation typically offers an orientation or training programme to help the new employee understand their role and teach them to manage their work responsibilities. Some types of external hiring in organisations include the following:

- **Advertisements:** The organisation advertises available job positions on its website, social media platforms, professional networking sites, job sites and newspapers. The job advertisements may look for freshers, mid-level or senior-level employees.
- **Employment agencies:** Private sector and government employment agencies often provide in-person and online job search services to

qualified candidates. In addition to informing candidates of available positions that match their qualifications and work experience, these agencies may offer resume and interview tips.

- **Employment sites:** Many online employment sites list available jobs from companies across industries. People can create personal profiles on these sites, upload their resumes, select the types of jobs they want, get job notifications and send applications.
- **Campus selections:** Organisations conduct campus selection drives at various educational institutions to recruit final-year students for available positions. They may offer the students internships before graduation and jobs afterwards.
- **Employee recommendations:** Existing employees may recommend the organisation to qualified family members, friends and acquaintances by informing them of open positions and encouraging them to apply.
- **Labour union recommendations:** Organisations from unionised industries such as hotels, construction, retail, textiles, finance and insurance may hire recruits from labour union recommendations.
- **Employment enquiries:** Skilled, semi-skilled or unskilled candidates may present themselves at the organisation to enquire about available work. A manager might hire them according to their abilities.
- **Walk-in interviews:** Some organisations might have walk-in interview policies that enable talented candidates to apply without a formal interview appointment.
- **Labour contractors:** Organisations may pay commissions to labour contractors when hiring semi-skilled and unskilled employees to ensure they can maintain an adequate workforce.
- **Public talks, appearances and posts:** An organisation might conduct public lectures, talk show appearances and social media posts by senior executives and other employees to inform potential candidates about its business work culture and available opportunities. These posts encourage people to apply for open positions.
- **Trade shows:** An organisation might participate in trade shows to inform the public about its products and services and attract recruits.
- **Indirect sources:** Articles, books and documentaries about an organisation's achievements can work as indirect recruitment sources by showing interested candidates that an organisation is successful and a great place for career advancement.
- **Files of past applicants:** Organisations may maintain files of past applicants and contact them when they have suitable job openings.

Advantages of External Recruitment: External sources of recruitment are suitable for the following reasons:

- It will help in bringing new ideas, better techniques and improved methods to the organisation.
- The cost of employees will be minimised because candidates selected in this method will be placed in the minimum pay scale.
- The existing employees will also broaden their personality.
- The entry of qualitative persons from outside will be in the interest of the organisation in the long run.
- The suitable candidates with skill, talent, knowledge are available from external sources.
- The entry of new persons with varied expansion and talent will help in human resource mix.

Disadvantages of External Sources:

- Orientation and training are required as the employees remain unfamiliar with the organisation.
- It is more expensive and time-consuming. Detailed screening is necessary as very little is known about the candidate.
- If new entrant fails to adjust himself to the working in the enterprise, it means yet more expenditure on looking for his replacement.
- Motivation, morale and loyalty of existing staff are affected, if higher level jobs are filled from external sources. It becomes a source of heart-burning and demoralisation among existing employees.

Q39. List and explain various pre-employment tests and rules for good testing.

Ans: Pre-employment tests are assessments used by employers to evaluate job applicants' skills, knowledge, abilities, and suitability for a specific role. Here are some common types of pre-employment tests and rules for good testing:

1. Cognitive Ability Tests: These tests measure an individual's problem-solving, critical thinking, and reasoning skills. They assess the applicant's ability to learn, process information, and make decisions relevant to the job.
2. Personality Assessments: These tests evaluate an applicant's behavioral traits, attitudes, and preferences. They provide insights into how well an individual may fit within a particular work environment and interact with colleagues and customers.
3. Job Knowledge Tests: These assessments measure an applicant's knowledge and understanding of specific job-related topics or industry-specific information. They are commonly used for technical or specialized roles.
4. Skills Assessments: These tests evaluate an applicant's proficiency in specific skills required for the job, such as typing, coding, data analysis, or language proficiency. They provide objective measurements of an individual's abilities.

5. Integrity and Aptitude Tests: These tests assess an applicant's ethical and moral values, as well as their likelihood of engaging in counterproductive behaviors or dishonest actions. They help employers identify potential risks or vulnerabilities in hiring decisions.

Rules for Good Testing:

1. Validity: Pre-employment tests should measure what they are intended to measure and be relevant to the job requirements. Employers should ensure that the assessments have been validated and demonstrate a strong relationship to job performance.
2. Reliability: The tests should provide consistent results over time and across different test-takers. Reliability is crucial to ensure that the scores are not influenced by random factors or measurement errors.
3. Standardization: Testing procedures should be standardized to ensure fairness and consistency among all applicants. This includes using the same instructions, time limits, and scoring criteria for all candidates.
4. Non-Discrimination: Pre-employment tests should comply with anti-discrimination laws and not unfairly disadvantage candidates based on protected characteristics, such as race, gender, religion, or disability. Test content and scoring should be free from bias.
5. Transparency and Informed Consent: Employers should communicate the purpose and nature of the tests to applicants, allowing them to understand the assessment process. Informed consent should be obtained before administering any tests.
6. Accessibility: Employers should make reasonable accommodations to ensure that candidates with disabilities or special needs can participate in the testing process. This may include providing assistive technologies, alternate formats, or additional time.
7. Confidentiality: Test results should be handled confidentially and only shared with relevant individuals involved in the hiring decision. Employers should follow appropriate data protection and privacy regulations.

By adhering to these rules, employers can ensure that pre-employment tests are fair, reliable, and effectively contribute to the selection of qualified candidates for a given position.

Q40. Give meaning and definition of compensation. What are factors affecting compensation planning?

Ans: Meaning and Definition of Compensation

In layman's language the word 'compensation' means something, such as money, given or received as payment for service. The word compensation may be defined as money received in the performance of work, plus the many kinds of benefits and services that organization provides their employee. It refers to wide range of financial and non-financial rewards to employee for their

service rendered to the organization. It is paid in the form of wages, salaries , special allowance and employee benefits such as paid vacation, insurance, maternity leaves, free travel facility , retirement benefits etc

According to Wendell French," Compensation is a comprehensive term which includes wages, salaries and all other allowance and benefits." Wages are the remuneration paid for skilled, semi-skilled and unskilled operative workforce. Salary is the remuneration of those employees who provides mental labour to the employer such as supervisor, office staff, executive etc wages are paid on daily or hourly basis where as salary is paid on monthly basis.

Factors Affecting Compensation Planning

Factors determining compensation of an employee considerable amount of guess word and negotiation are involved. But following are the certain factors which have been extracted as having an important bearing upon the final decision:

- a) Supply and Demand of Labour: Whatever the organization produces as commodity they desire services and it must pay a price that of workers acting in concert. If more the labour is required, such as at war time prosperity, there will be tendency to increase the compensation; whereas the situation when anything works to decrease the supply of labour, such as restriction by a particular labour union, there will be a tendency to increase the compensation. The reverse of each situation is likely to result in a decrease in employee compensation, provided, labour union, ability to pay, productivity, government do not intervene.
- b) Ability to Pay: Labour Unions has often demanded an increase in compensation on the basis that the firm is prosperous and able to pay.
- c) Management's Philosophy: Management's desire to maintain or improve moral, attract high calibre employees, reduce turnover, and improve employees standard of living also affect wages, as does the relative importance of a given position to a firm.
- d) Legislation: Legislation related to plays a vital role in determining internal organization practices. Various acts are prescribed by government of country for wage hours laws. Wage-hour laws set limits on minimum wages to be paid and maximum hours to be worked. In India minimum wages act 1948 reflecting the wage policy for an organization and fixation of minimum rates of wages to workers in sweated industries. In 1976 equal remuneration act was enacted which prohibits discrimination in matters relating to remuneration on the basis of religion, region or gender

Q41. What are objectives of compensation planning? List various modes of compensation

Ans: Objectives of Compensation Planning

The basic purpose or objective of establishing sound compensation is to establish and maintain an equitable rewards system. The other aim is the establishment and maintenance of an equitable compensation structure i.e an optimal balancing of conflicting personnel interest so that the

satisfaction of employees and employers is maximised and conflicts minimized, the compensation management is concerned with the financial aspect of employees need, motivation and rewards.

A sound compensation structure tries to achieve these objectives:

- To attract manpower in a competitive market.
- To control wages and salaries and labour costs by determining rate change and frequency of increment.
- To maintain satisfaction of employees by exhibiting that remuneration is fair adequate and equitable.
- To induce and improved performance, money is an effective motivator

a) To Employees:

- i. Employees are paid according to requirement of their jobs i.e highly skilled jobs are paid more compensation than low skilled jobs. This eliminates inequalities.
- ii. The chances of favouritism are minimised.
- iii. Jobs sequence and lines of promotion are established wherever they are applicable.
- iv. Employee's moral and motivation are increased because of the sound compensation structure.

b) To Employers:

- i. They can systematically plan for and control the turnover in the organization.
- ii. A sound compensation structure reduces the likelihood of friction and grievance over remunerations.
- iii. It enhance an employee morale and motivation because adequate and fairly administrative incentives are basis to his wants and need.
- iv. It attracts qualified employees by ensuring and adequate payment for all the jobs.
- v. In dealing with a trade union, they can explain the basis of their wages programme because it is based upon a systematic analysis of jobs and wages facts

Various Modes of Compensation

- a) Wages and Salary- Wages represent hourly rates of pay and salary refers to monthly rate of pay irrespective of the number of hours worked. They are subject to annual increments. They differ from employee to employee and depend upon the nature of jobs, seniority and merit.
- b) Incentives- These are also known as payment by results. These are paid in addition to wages and salaries. Incentive depends upon productivity, sales, profit or cost reduction efforts. Incentive scheme are of two types:
 - Individual incentive schemes.
 - Group incentive schemes.
- c) Fringe Benefits- These are given to employees in the form of benefits such as provident fund, gratuity, medical care, hospitalization, accident relief, health insurance, canteen, uniform etc.
- d) Non- Monetary Benefits- They include challenging job responsibilities, recognition of merit, growth prospects, competent supervision, comfortable working condition, job sharing and flexi time.

Q42. How interviews helps in selection process? Explain.

Ans: Interviews play a crucial role in the selection process in Human Resource Management (HRM) by providing an opportunity for employers to assess candidates' suitability for a position. Here's how interviews help in the selection process:

1. Gathering information: Interviews allow HR professionals to gather additional information about candidates beyond what is provided in resumes and application forms. They can delve deeper into candidates' qualifications, experiences, skills, and attitudes, gaining a more comprehensive understanding of their potential fit for the role.
2. Assessing communication skills: Interviews enable employers to evaluate candidates' verbal communication skills, including their ability to articulate ideas, listen actively, and respond effectively. Effective communication is vital for successful job performance, especially in roles that involve client interaction, teamwork, or leadership.
3. Evaluating interpersonal skills: Interpersonal skills, such as teamwork, conflict resolution, and empathy, are essential for effective collaboration in the workplace. Interviews allow HR professionals to assess candidates' interpersonal abilities by observing their behavior, body language, and responses to various situational questions.
4. Determining cultural fit: Organizations often emphasize cultural fit to ensure that candidates align with the company's values, work environment, and team dynamics. Through interviews, employers can gauge a candidate's compatibility with the organizational culture, including their attitude, values, and work style, which can contribute to long-term employee satisfaction and engagement.
5. Assessing problem-solving and critical thinking abilities: Interviews provide an opportunity to evaluate candidates' problem-solving and critical thinking skills. Employers can present hypothetical scenarios or ask candidates to share examples from their past experiences, allowing them to assess the candidates' ability to analyze situations, think on their feet, and propose effective solutions.
6. Clarifying qualifications and experiences: Interviews allow employers to seek clarification on candidates' qualifications, experiences, and achievements mentioned in their resumes or application forms. This enables HR professionals to verify information and gain a deeper understanding of candidates' abilities, ensuring a more informed hiring decision.
7. Evaluating motivation and enthusiasm: Interviews provide insights into candidates' motivation, enthusiasm, and genuine interest in the position and the organization. Through their responses and engagement during the interview, employers can gauge whether candidates are genuinely passionate about the role and committed to contributing to the organization's success.

Q43. Explain purpose, principles and types of promotion.

Ans: **What is Promotion?**

Promotion is the transfer of an employee to a job that carries higher pay and status. A promotion involves reassigning an employee to a position with increased responsibilities, higher privileges, increased benefits, and more significant potential.

For example, in the vacant post of General Manager Thus, Promotion is a vertical shifting of an employee. The purpose of a promotion is to a Job that is worth more to the organization than the incumbent's present position.

Promotion refers to the upward movement of an employee from a current job to another that is higher in pay, responsibility, status, and organizational level. A mere shifting of an employee to a different job that has better working hours, better location, and more pleasant working conditions does not imply promotion. The new job will be promoted only if it entails increased responsibilities and enhanced pay.

Purposes of Promotion in HRM

These are the purposes of promotion to achieve the following purposes:

1. To put the employee in a position where he will be of greater value to the company. This will imply, utilizing the employee's skill and knowledge at the appropriate level in the organization's hierarchy resulting in organizational effectiveness and employee satisfaction.
2. To develop competitive spirit and zeal in the employees to acquire the skill and knowledge etc. required by higher level jobs.
3. To develop internal sources of employees ready to take jobs at higher levels in the organization. Employees have little motivation if better jobs are reserved for outsiders.

4. To promote employee self-development and make them wait their turn for promotions. It reduces labor turnover.
5. To build up morale, loyalty, and a sense of belongingness on the part of employees when it is brought home to them that they would be promoted if they deserve it.
6. To promote employees' interest in training and development programs and in team development areas.
7. To built loyalty among employees and boost their morale.
8. To reward committed, loyal and deserving employees.
9. To create among employees a feeling of contentment with their present working conditions and encourage them to succeed in the company.

Watkins, Dodd, and others mention that the purposes of promotion are:

- To furnish an effective incentive for the initiative, enterprise, and ambition.
- To conserve proved skill, training & ability.
- To reduce discontent and unrest.
- To attract suitable and competent workers.
- To suggest logical training for advancement.

Principles of Promotion in HRM

Following are the principles of promotion in HRM:

1. Promotion Policy
2. Promotion Policy Should Lay Down
3. Basis of Promotion-seniority or Merit
4. Job Analysis
5. Training
6. Evaluating Employee Performance
7. Supervisor Should Recommend the Promotion
8. Provision for the Challenge of a Particular Promotion
9. Vacancy Should Be Notified to Employees in Advance
10. Promotion Time Periods

Promotion Policy

The promotion policy should be in writing and must be understood by all employees to avoid any suspicion regarding the line of promotion in the minds of employees.

Promotion Policy Should Lay Down

The promotion policy should lay down what percentage of vacancies in higher levels of hierarchy are to be filled up by promotion and it should be followed strictly.

It is better to incorporate a statement of management intention that higher paid and better jobs will be filled by promotion from within, if possible, rather than by hiring from outside. If it is necessary to go outside to fill specific skilled or professional jobs, it should be notified in advance.

Basis of Promotion-seniority or Merit

The promotion policy should mention the basis of promotion-seniority or merit. A sound policy should be based on both considerations i.e. seniority and ability. Primarily it would emphasize the merit giving due weightage to seniority. If two persons are equal in merit and seniority, seniority should be the basis of promotion.

Job Analysis

Job analysis decides the position of the jobs and their relationship to other positions. This should be charted to provide clear recognition of the natural movement from one job to another.

Positions may be adjusted and arranged so that one position prepares workers for another and a natural course of advancement throughout the organization or within each division or department may be provided. Employees should be fully aware of the plan so that they may prepare themselves for higher positions.

Training

Promotion programs should be closely allied to training programs; which enables the employees to improve themselves for promotions.

Evaluating Employee Performance

A scientific procedure for evaluating employee performance should be followed. The assessment of employees and confidential reporting should be objective so that every employee has a faith in the promotion policy and is motivated for better performance of work to get the promotion.

Supervisor Should Recommend the Promotion

The supervisor or the immediate boss should recommend the promotion which is subject to approval by his immediate superior in the line. The final decision in this respect should be taken by the top executive in line with the advice and assistance of the personnel department is a staff capacity. This serves as a check on the fairness of promotion and ensures that the policy will be consistently administered.

Provision for the Challenge of a Particular Promotion

The promotion policy should contain a provision for the challenge of a particular promotion by the employee or union within the limits of the promotion policy to ensure fairness in management decisions.

Vacancy Should Be Notified to Employees in Advance

A vacancy or a would-be vacancy should be notified to employees in advance so that interested employees may apply within a specified period. If possible, the candidate should be selected before the job actually becomes vacant.

Promotion Time Periods

The promotion, at first, should be made on probation. If he works satisfactorily during the probation period, he should be made permanent.

Not all people within an organization want promotion because some feel that they will leave a congenial workgroup or they will not be able to handle the responsibilities of a higher job or they may have certain other reasons.

Promotion should not be forced on such reluctant employees and they should be allowed to continue their present assignments.

Types of Promotion in HRM

There are three types of promotion based on the following criterion:

1. Seniority Based Promotion in HRM
2. Merit-Based Promotion
3. Seniority-cum-merit Basis
4. Multiple Chain Promotion
5. Up or Out Promotion
6. Dry Promotion

Seniority Based Promotion in HRM

Seniority means the length of recognized service in an organization. If seniority is adopted as the basis of promotion, the senior most person in the lower grade shall be promoted as and when there is an opening in the higher position. The logic behind considering seniority as a basis of promotion is that there is a positive correlation between the length of service in the same job and the amount of knowledge and the level of skill acquired by an employee in an organization.

Seniority on the basis of length of recognized service in the organization is decided by the organization and every employee knows his place in the promotion line. There will be no chance of favoritism or dispute regarding promotion. Seniority is widely recognized as the basis of promotion in almost all types of organizations, particularly in organizations where trade unions are strong.

Advantages of Seniority Based Promotion in Hrm

The advantages of seniority based promotion in HRM are as follows:

1. It is relatively easy to measure the length of service and judge the seniority.
2. Trade unions generally emphasize seniority rather than on merit as a basis of promotion.
3. The employees trust this method as there is no scope for favoritism, discrimination, and judgment.
4. Security and certainty are also a plus point in the use of seniority. Employees can predict when and how they will be promoted. It increases employee morale and gives the employees a sense of satisfaction.

5. It minimizes the scope for grievances and conflicts regarding promotion.
6. Seniority as the basis of promotion helps in reducing labor turnover because an employee will not easily give up his seniority in the organization.

Disadvantages of Seniority Based Promotion in HRM

Following are some points of disadvantages of seniority based promotion in HRM:

1. It is not necessary that employees learn more with the length of service. The employees may learn up to a certain age and learning capabilities may diminish beyond a certain age.
2. It demotivates the young and more competent employees and results in greater labor turnover.
3. It kills the zeal and interest for self-development as everybody will be promoted without showing any all-around growth or promise.
4. Judging the seniority, though, may seem very easy in a theoretical sense, is highly difficult in practice, as so many problems like job seniority, company seniority, service in different organizations, trainee, researcher, etc. will crop up.

Merit-Based Promotion

Merit means the ability to work. It denotes an individual employee's skill, knowledge, ability, efficiency, and aptitude as measured from educational, training, and past employment record. If merit is adopted as the basis of promotion the ablest person in the lower grade, no matter howsoever junior he may be in the company shall be promoted.

It encourages all employees to improve their efficiency. Management personnel generally prefer merit as the basis of promotion. Merit may be determined by job performance and by analysis of employee potential for development through written or oral examinations or personal interviews or other records of performance. Thus, 'ability' ignores the value of experience.

Advantages of Merit Based Promotion in HRM

These are advantages of merit based promotion in HRM:

1. The skills of an employee can be better utilized at a higher level. It results in maximum utilization of human resources in an organization.
2. Competent employees are motivated to exert all their energies and contribute to organizational efficiency and effectiveness.

3. This system continuously encourages the employees to acquire new skills, knowledge, etc. for all-around development.

Disadvantages of Merit Based Promotion in HRM

Following are some points of disadvantages of merit based promotion in HRM:

1. Measuring merit is not always easy.
2. Many employees, particularly, trade unions distrust the management's integrity in judging merit.
3. The techniques of merit measurement are subjective.
4. The purpose of promotion may not be served if merit is taken as the sole criteria for the promotion. Merit should mean future potentiality but not past performance. This method takes into consideration past achievements but not future success.

Seniority-cum-merit Basis

There is a great controversy on the question of whether promotions should be given on the basis of seniority or merit. Managers mostly prefer merit as the basis of promotion as they are interested in enriching organizational effectiveness by enriching its human resources.

But, trade unions favor seniority as the sole basis for promotion with a view to satisfying the interests of the majority of their members. The most widely used basis of promotion combines both ability and seniority. The best policy would be to ensure that whenever there are two employees of equal seniority, merit or ability should be the deciding factor in a promotion.

Where, however, there are two employees of almost equal competence, seniority should be the decisive factor. Such a policy should satisfy both the management and the trade unions. Hence, a combination of both seniority and merit may be considered a sound basis for promotion.

Multiple Chain Promotion

Multiple chain promotion provides a systematic linkage of each position to several others. It provides multi-promotional opportunities through clearly defined avenues of approach to and exit from each position in the organization.

Up or Out Promotion

In this case, an employee either earns a promotion or seeks employment elsewhere. Out promotion usually leads to the termination of employment and joining some other organization in a better position.

Dry Promotion

In this type, promotion is given in lieu of an increase in salary. For example, when a university professor is made Head of the Department, there is no increase in salary.

Q. 44. What are bases of promotion? Explain principles of promotion.

Ans : Bases of Promotion: The bases of promotion refer to the criteria or factors used to determine the promotion of employees within an organization. These bases can vary depending on the company's policies and practices, but common bases of promotion include:

1. Seniority: Promotions based on seniority consider the length of an employee's service or tenure within the organization. This approach rewards employees who have been with the company for a longer period of time and assumes that experience and loyalty warrant advancement.
2. Merit: Merit-based promotions focus on an employee's performance, skills, and abilities. Individuals who demonstrate exceptional job performance, achieve goals, acquire new skills, or contribute significantly to the organization's success are considered for promotion. Merit-based promotions are often seen as a way to motivate employees and reward their hard work.
3. Competence: Competence-based promotions prioritize the qualifications, knowledge, and expertise of employees. This approach assesses an individual's ability to perform higher-level tasks and responsibilities based on their competency levels in specific areas.
4. Potential: Promotions based on potential consider an employee's future potential and their ability to grow and take on higher-level roles. This approach looks beyond current performance and focuses on identifying individuals who exhibit leadership qualities, adaptability, and the capacity to handle more significant responsibilities.

For Principle refer above question

Q. 45. List and explain reasons and principles of transfer.

Ans :Types of Transfers:

(i) Production Transfer:

Transfers caused due to changes in production.

(ii) Replacement Transfer:

Transfers caused due to initiation/replacement of a long standing employee in the same job.

(iii) Rotation Transfers:

Transfer initiated to increase the versatility of employees.

(iv) Shift Transfer:

Transfer of an employee from one shift to another.

(v) Penal Transfer:

Transfers initiated as a punishment to in disciplinary action of employees.

(vi) Remedial Transfer:

Transfers initiated to correct the wrong placements.

Reason for Transfers:

- (a) To meet the organisational requirement when there are changes in technology, volume of production, change in organisational structure, fluctuation in market conditions etc.
- (b) To satisfy employees' needs and their desire to work in a friendly atmosphere, in a department where scope for individual growth is high, in or near their native place or place of interest.
- (c) To utilize employee's skills and knowledge where it best suits or required.
- (d) To improve interpersonal relationship and thereby reduce interpersonal conflicts.
- (e) To give relief to the employees who are over burdened or doing complicated or risky work for a long period.
- (f) To help the employees whose working hours or place of work is inconvenient to them.
- (g) To punish employees for violating the disciplinary rules.

Transfers can be employee initiated i.e., primarily in the interest of the employee and his convenience. Transfers are also at the initiative of the company.

Transfers prove beneficial to both the employees and the organisation. To an individual employee, transfers reduce monotony and boredom and increases job satisfaction and improve employee morale.

They help the employees to prepare to meet the fluctuation in business and other organisational requirements and thereby enhances the contribution of employees to the organisational effectiveness.

Despite the benefits transfers also have problems like— problem of adjustment, cost and inconvenience to the employee, loss of man days, at times reduction in productivity.

Reasons for Transfer:

1. Skill Enhancement: Transfers may occur to provide employees with opportunities to develop new skills or gain experience in different areas of the organization. It helps employees broaden their knowledge and capabilities, making them more versatile and valuable to the company.
2. Career Development: Transfers can be a part of an employee's career development plan, allowing them to explore different roles and departments within the organization. It provides exposure to diverse job responsibilities, enhances career prospects, and prepares employees for higher-level positions.
3. Organizational Restructuring: Transfers may be necessary due to organizational restructuring, such as mergers, acquisitions, or departmental reorganization. In such cases, employees may be transferred to different locations, teams, or roles to align with the new structure and optimize operational efficiency.
4. Performance Improvement: Transfers can be used as a strategic intervention to address performance issues. If an employee is struggling in their current role or department, a transfer to a different role that better matches their skills and strengths can help improve performance and job satisfaction.
5. Employee Retention: Transfers can be utilized as a retention strategy to keep talented employees within the organization. If employees express a desire for change or feel stagnant in their current positions, a transfer to a new role or location can provide a fresh challenge and motivation to stay.

Principles of Transfer:

1. Employee's Skills and Competencies: Transfers should take into account the employee's skills, competencies, and qualifications required for the new role or department. Matching the employee's capabilities with the demands of the new position increases the chances of a successful transfer.
2. Organizational Needs: Transfers should align with the organization's needs and goals. The decision to transfer an employee should be based on how their skills and expertise can contribute to the overall objectives of the company. It ensures that transfers are beneficial for both the employee and the organization.
3. Communication and Transparency: Transparent communication is essential throughout the transfer process. Employees should be informed about the reasons for the transfer, the benefits, and any changes in terms of location, compensation, or responsibilities. Providing clear information and addressing employee concerns fosters trust and reduces uncertainty.
4. Fairness and Equity: Transfer decisions should be fair and equitable, considering factors such as performance, qualifications, and experience. It is important to avoid favoritism or discrimination and ensure that transfers are made based on objective criteria rather than personal biases.
5. Employee Involvement: Involving employees in the transfer process can enhance their engagement and satisfaction. Seeking input from employees about their preferences, discussing their career aspirations, and providing them with opportunities to express their concerns or ask questions creates a sense of ownership and involvement.
6. Evaluation and Follow-up: Regular evaluation and follow-up are crucial after a transfer to assess its success and address any issues or challenges that may arise. Monitoring the employee's performance, providing necessary support, and addressing their developmental needs during the transition period can help ensure a smooth and successful transfer.

Q. 46. What is employee separation? Explain reasons for separation of employees.

Ans : What is employment separation?

Employment separation refers to the end of an employee's working relationship with a company. This can happen when an employment contract or an at-will agreement between an employer and an employee ends. While sometimes the employer makes the decision to terminate employment, an employee may also initiate a voluntary employment separation if they wish to retire or resign.

Reasons for employment separation

Here are some of the most common reasons for employment separation:

- **Employee performance:** An employer may choose to let go of an employee if their work expectations don't align with each other. In these

cases, the employee may be better suited for a different type of work or find success with another company.

- **New job opportunity:** An employee may accept a new job opportunity to help them reach their personal, professional or career goals. Employees can usually leave on good terms with their current employer if they provide at least two weeks' notice for them to hire a replacement.
- **Finances:** An employer may choose to furlough or lay off employees to save money so they can sustain their company long term. An employee may also seek employment separation for financial reasons if another company offers them a position with a better salary or benefits.
- **Retirement:** As employees get older, they may choose to retire so they can spend more time pursuing their interests outside of work. Retirement is often mutually beneficial for the employee and the employer who may wish to acquire new talent to fill the open position.
- **Relocation:** An employee may choose to move for a variety of reasons, such as to be closer to family or to support a change in their spouse's career. In these cases, leaving their current job may give them the opportunity to relocate.
- **Change in family dynamic:** Employees may choose to leave a company based on changes within their family dynamic, such as having a child or becoming the primary caregiver for a loved one. This type of employment separation may be temporary or permanent.

Types of employment separation

There are many ways for an employee or an employer to discontinue their working relationship. While some types of employment separation may be initiated by the employee and others by the employer, each circumstance is unique. Understanding what each type of employment separation is can help you make the appropriate arrangements for your company or your career. Here is a list of different types of employment separation:

Termination

One of the most popular ways to pursue employment separation is through termination. There are several types of employment separation that fall under this category that may provide guidance to employers or employees seeking a change. Here are some common types of termination:

- **Constructive discharge:** There are some work environments that employees may find challenging, even after they have attempted to improve their situation multiple times. In these instances, the employee can choose to leave the company through a constructive discharge, which can benefit them by offering them some of the same rights as a discharged worker if their case for leaving is strong enough.

- **Layoff:** When a layoff occurs, an employee is let go through no fault of their own due to changing business needs, such as an acquisition or restructuring of departments. Future employers usually view being laid off more favorably than being let go for other reasons, and employees who are laid off may receive extended benefits and job search assistance to help them pursue a new career path they enjoy.
- **Termination by mutual agreement:** A termination by mutual agreement occurs when both the employee and the employer agree to a separation. This type of arrangement can benefit both parties by giving the employer time to hire someone new and the employee an opportunity to plan for the next phase of their career.
- **Involuntary termination:** An involuntary termination takes place when an employer chooses to let go of an employee. The reasons for an involuntary termination can vary, but typically the employee is still willing and able to work, which can make it easier for them to find employment elsewhere.
- **Voluntary termination:** A voluntary termination takes place when an employee leaves a company of their own free will. For example, an employee may pursue voluntary termination when they accept a job offer with another company or when they decide to retire from their role.
- **Temporary job or employment contract ends:** If an employee is working with a company through a temporary job or a contract, the company may let them go when their agreement ends. Both parties are aware of the final date of employment in these situations, which often allows them to part on good terms and provides the potential to work together again in the future.
- **Fired:** Sometimes an employee and an employer aren't a great match. An employer may choose to fire an employee in these cases so both parties can pursue other opportunities that align with their interests and goals.
- **Termination for a cause:** If an employee is terminated for a cause, the employer lets them go for a specific reason. While this news may be challenging to news to receive, an employee who understands why they were terminated may accept this as a learning experience and use the employer's feedback to improve themselves professionally.
- **Termination with prejudice:** An employer may choose to terminate an employee with prejudice if they don't plan to hire the employee for the same job again in the future. While this may also be challenging news to receive, it provides both the employee and the employer with clarity and a fresh start.
- **Termination without prejudice:** If an employee is terminated without prejudice it means they may be eligible to be rehired by the

company in the future. This type of termination typically occurs when an employee is let go for reasons other than their performance and gives them the opportunity to apply for jobs with the company again later in their career if they wish to do so.

- **Wrongful termination:** Wrongful termination occurs when an employer dismisses an employee unlawfully. Since there are laws that exist to protect employees, the employee may be able to receive compensation if they have a strong enough case, which can help them move forward with their career.

Resignation

Many people see resigning from a job as a professional and courteous way to pursue employment separation, which can help employees discuss their departure from a company with future employers while maintaining a positive demeanor. The most common types of resignation include:

- **Voluntary resignation:** A voluntary resignation happens when an employee chooses to leave a company for their own benefit. Employees typically provide their employer with at least two weeks' notice to make arrangements before they leave, which can make the transition easier for both parties.
- **Forced resignation:** There are some challenging situations where an employer may ask an employee to resign or else the company must let them go. This option gives employees the opportunity to leave their current role without being terminated, which can work favorably for them when it's time to find a new job.

Retirement

As an employee nears the end of their career, retirement is often a popular topic of discussion. While many employees look forward to this milestone, there are several reasons they may retire from their current position, including age, health, finances and personal preferences. Here are some of the most common types of retirement:

- **Voluntary retirement:** For many professionals, the end goal in their career is to retire. When you reach this exciting milestone, you may go through the process of resigning from your company voluntarily.
- **Phased retirement:** Companies may implement a phased retirement plan for employees who are older. This can help both parties adjust by slowly reducing the employee's work hours prior to their official retirement date.
- **Mandatory retirement:** An employer may implement a mandatory retirement to encourage an older employee to retire for a variety of reasons. This can provide employees with the opportunity to pursue

other interests outside of work and allow the company to train someone new to fill their role.

Furlough

A furlough refers to a temporary unpaid leave from a job. While the company still technically employs the employee at this time, individuals who are under furlough may be eligible to receive unemployment benefits and health insurance. Companies may implement a furlough instead of laying employees off to save money while retaining talent for the future. This allows employees to return to their job roles in the future and continue their work as usual instead of searching for employment elsewhere.

Employee separation refers to the process of ending the employment relationship between an employee and an organization. It can occur voluntarily or involuntarily and involves the employee leaving the organization.

Reasons for employee separation can be categorized into voluntary and involuntary factors:

Voluntary Separation:

1. **Resignation:** Employees may choose to resign voluntarily for various reasons, such as finding better career opportunities, pursuing higher education, starting their own business, or addressing personal or family commitments.
2. **Retirement:** Employees may separate from their job upon reaching a certain age or meeting specific criteria for retirement. Retirement allows employees to transition into the next phase of their lives and enjoy the benefits of their years of service.
3. **Career Change:** Employees may decide to leave their current organization to explore new career paths, industries, or job roles that align better with their professional goals and aspirations. They seek growth and development opportunities elsewhere.
4. **Relocation:** Employees may separate from their job due to the need to relocate to a different city, country, or region. This could be due to personal reasons, such as following a spouse's job transfer, seeking a better quality of life, or pursuing new opportunities in a different location.

Involuntary Separation:

1. **Termination:** Employers may initiate termination when an employee's performance falls below expectations, they engage in misconduct, violate company policies, or fail to meet agreed-upon terms and conditions of employment.
2. **Redundancy/Layoff:** Organizations may undergo restructuring, downsizing, or cost-cutting measures that result in the elimination of certain positions or departments.

- Employees may be separated involuntarily due to redundancy or layoffs when their roles become redundant or the organization needs to reduce its workforce.
3. Disciplinary Action: In cases where employees engage in severe misconduct or breach company policies, disciplinary action, including termination, may be taken to maintain a safe and productive work environment.
 4. Contract Completion: In situations where employees are hired on a fixed-term or project-specific contract, their separation occurs naturally upon the completion of the contract or project.
 5. Health or Performance Issues: If an employee's health condition hinders their ability to perform their job effectively, or if they consistently fail to meet performance standards despite support and corrective measures, separation may occur as a result.

It is important for organizations to handle employee separations with professionalism, empathy, and adherence to legal requirements. Clear communication, fair practices, and appropriate support during the transition can help minimize the negative impact on the departing employee and maintain positive relationships within the organization.

Q. 47. Explain various types of employee separation.

Ans : Refer Above question...

Q. 48. Defining employee grievances. Explain causes of Employee Grievances.

Ans : Causes of Employee Grievances :

Causes of Employee Grievance

Grievances occur for a variety of reasons:

- i. Economic- Wage fixation, wage calculation, overtime, bonus, etc. Employees feel they are getting less than they ought to get.
- ii. Work Environment- Poor working conditions, defective equipment and machinery, tools, materials, etc.
- iii. Supervision- Boss's attitude and disposition towards the employee. Perceived notions of favouritism, nepotism, bias etc.
- iv. Work Group – Strained relations or incompatibility with colleagues. Feeling of neglect, ostracism and victimization.

ADVERTISEMENTS:

v. Work organization – Rigid and unfair rules, too much or too less responsibility, work overload or under load both qualitative as well as quantitative, lack of work appreciation / recognition.

S. Chandra's study on grievance procedure and practices brings out a number of causes of employee grievances.

Inadequate Wages and Bonus

When the workers are not paid an adequate amount of wages and bonuses for their hard work or if equal wages are not paid for the same work, the grievance may arise.

Unachievable and Irrational Targets and Standards

Sometimes targets set by the managers are so impractical, that they cannot be achieved easily. Workers eventually get under tremendous stress and pressure in the effort of chasing the targets, which leads to grievance among the employees.

Bad Working Conditions

Working conditions is a very important factor that impacts the satisfaction level of an employee. Bad working conditions, unavailability of tools and proper machinery etc lead to grievances amongst the employees.

Inadequate Health and Safety Services

Companies while paying attention to maximizing their profit end up compromising the health and safety conditions of the employees. An unhygienic environment, poor safety conditions etc demotivate an employee to come to the workplace.

Strained Relationship Amongst the Employees

Sometimes the employee feels jealous, anxious, nervous etc. working with their employees, superior or subordinate. The absence of healthy relationships amongst the employees leads to an environment which is conducive to unhappiness, dissatisfaction and grievance.

Layoffs and Retrenchment

At the time of economic breakdown, every company try to reduce the strength of their employees so that they can cut down the overall cost. In such cases, the retrenched employees feel cheated and it also instils fear in the minds of the employees who are retained.

Lack of Career Planning and Employee Development Plan

Planning enables employees to think about their future and overall development. For the employees to stay successful in their career it is a must for them to keep pace with the changing trend and environment. Lack of planning and showing no interest in the development of an employee makes them dissatisfied and stagnant in life.

Q 49. Explain steps to handle employee grievances effectively.

Ans: Acknowledge and understand grievance

The first step in grievance handling is to timely acknowledge the problems before they turn into actual grievances through several means such as:

1. **Observation:** Through observation, a manager/supervisor can easily track the behaviour of people working under him. He can easily find out the unusual behaviour and prepare report accordingly.
2. **Opinion surveys:** Periodical interviews, group meetings, collective bargaining sessions etc with the workers are also helpful in knowing employee discontent before it becomes a grievance.
3. **Gripe boxes:** It is a box in which employees can drop their complaints. Employees do not have to disclose their identity while expressing their feelings of injustice or discontent.
4. **Exit interviews:** Employees usually leave their current jobs due to dissatisfaction regarding some areas at work. Exit interviews, conducted properly, can provide important information about employee's grievances.
5. **Open door policy:** This policy is useful in keeping touch with the employee's feelings as some organizations extend a general invitation to their employees to talk over their grievances in the manager's room.

Gathering facts and data

The next step is to collect facts and data about the grievance from all the parties involved. Everyone's opinion should be given equal importance and no fact should be neglected or ignored

Analysis of the grievance

The problem should be analyzed on the basis of the facts and data received after taking into consideration the economic, social, psychological and legal issues involved in them.

Deriving a solution

After analyzing all the facts and data, different alternative solutions to the problem should be discussed and the best solution should be selected.

Redressal

The grievance should be redressed by promptly putting into action the best solution selected. The employee should be relieved of the stress and discontent as soon as possible.

Execution and Follow up

Once the solution is executed and implemented, there should be a timely follow up registering the employee's reaction to the decision. Also, it should be checked time

and again whether the issue has been properly closed and it should be made sure that it does not reoccur.

50. Explain trends and opportunities in HRM.

Ans: Recent Trends in HR Management

- Hybrid Working
- Flexible Working Hours
- Day Care Facility for Employees' Kids
- Emphasis on Employee Experience
- Upskilling Employees with Continuous Learning
- Data-Based Predictive Analysis
- Promoting Diversity, Equity, and Inclusion
- Employee Wellness Programs
- Use of AI in HR
- Recruitment Through Multiple Channels
- Emphasis on Retention
- Powerful Internal Communication
- 360 Degree Performance Management
- Ergonomics of the Workplace

Hybrid Working

With the outbreak of COVID-19 pandemic, many organizations were forced to close their physical offices and ask employees to work from home. While some companies have decided to allow their employees to continue working from home even after the pandemic subsides, others are transitioning to a hybrid model where employees work from both home and office.

- **Flexible Working Hours**

With the advent of technology, employees are no longer wanting to be tied to their desks from 10 to 7. Many companies are now offering flexible working hours, which allow employees to choose when they want to start and end their workday.

Example: Philips and Bacardi offer flexible working hours to their employees. In fact, Philips has a “**results-only work environment**” where employees are only evaluated based on their work results and not the time they spend in the office. Similarly, Bacardi allows its employees to design their own work schedule depending on their role, team, and project deadlines.

- **Day Care Facility for Employees' Kids**

While many companies are trying to figure out how to best support their employees, some are also rethinking their policies for working parents with young children. It has always been difficult for working parents to find affordable, high-quality, and trusted childcare before children start going to school.

This leads to many new mothers having to quit their jobs or take unpaid leave to take care of their children. To support working parents, some companies are now offering on-site or near-site day care centers. While these programs are still relatively rare, they are becoming more common as companies realize the importance of supporting working parents, especially in a nuclear setup.

- **Emphasis on Employee Experience**

Employee experience is becoming increasingly important to companies. This is because happy and engaged employees are more productive and have lower rates of absenteeism and turnover.

Additionally, happy employees tend to be better brand ambassadors and help to attract new talent. To improve employee experience, companies are focusing on creating a work environment that is enjoyable and stimulating.

Example: Many of the startups in India have employee happy hours and engagement games like snooker implemented in their workplace.

- **Upskilling Employees with Continuous Learning**

In the current climate of rapid change and technological advancement, it is becoming increasingly important for employees to adapt and learn new skills. To stay ahead of the curve, companies are investing in employee upskilling and continuous learning.

One way that companies are doing so is by offering training and development programs. Although this is not a very recent trend in human resource management, the ways of upskilling employees have surely changed. Now, it's more flexible and cost effective than ever as cloud learning and training is being adopted.

Pro tip: Offer your employees access to online courses and learning resources like LinkedIn Learning, SkillShare, and Coursera.

- **Data-Based Predictive Analysis**

Predictive analytics can be used to identify high-potential employees and to assess which employees are at risk of leaving the organization. Additionally, it can be used to identify training and development needs and to create succession plans.

Pro Tip: By understanding the trends, data and drivers of employee behavior, you can use predictive analytics to make more informed decisions that will help to improve the effectiveness of the workforce.

- **Promoting Diversity, Equity, and Inclusion**

The workplace of the future will be more diverse, equitable, and inclusive than ever before. As the workforce becomes increasingly globalized and companies expand their operations to different parts of the world, it is important to promote diversity, equity, and inclusion in the workplace. One way to promote diversity is to develop policies and practices that are fair and inclusive of all employees.

Additionally, HR can provide training on unconscious bias and cross-cultural communication. By promoting diversity, equity and inclusion, HR can create a more inclusive workplace where everyone feels valued and respected.

Study: As per research conducted by Great Place to Work, Employees working in a company that shows equality, inclusion and diversity, are 5.4 Times more likely to stay longer with the company.

- **Employee Wellness Programs**

Employee wellness is one of the most widespread trends of human resource management. Many organizations are now offering wellness programs and perks such as gym memberships, meditation and yoga classes, and mental health support to their employees. Google has offered virtual cooking classes and even guitar lessons for its employee's well-being during work from home.

Study: A case study by Emerald found that there is a direct correlation between Employee wellbeing and productivity. It shows the company which has better wellness programs for their employees, opted for significantly lower number of sick leave and PTO's than in organizations that didn't have any wellness programs.

- **Use of AI in HR**

The use of artificial intelligence (AI) in HRM is increasing for functions like recruitment, performance management, and employee onboarding are becoming more common. This is because AI can help to improve the efficiency of HR processes and make them less time-consuming. Additionally, AI can also help to improve decision-making by providing accurate data and insights.

HRM can automate the process of data collection and analysis to free up time to focus on more strategic tasks. In addition, AI software can be used to improve the accuracy of performance reviews and other forms of assessment.

- **Recruitment Through Multiple Channels**

With the advent of social media and online job boards, the process of recruiting has become more efficient and cost-effective. Social Media recruiting, WhatsApp communication, and virtual interviews are the recent trends in recruitment in HRM by most businesses. Additionally, new technologies like applicant tracking systems and candidate management systems have made it easier to manage the recruitment process.

- **Emphasis on Retention**

In recent years, there has been a shift in focus to employee retention. With the war for talent acquisition becoming fiercer, companies are adopting new ways to retain their employees.

Offering competitive compensation and benefits, providing development opportunities, and creating a positive work environment are some of the effective strategies for employee retention as one of the trends in HRM.

- **Powerful Internal Communication**

Internal communication is crucial for any organization as it ensures that employees are aware of the company's vision, mission, and values. Additionally, internal communication helps build a sense of community and promotes a positive work culture.

Pro Tip: Some of the ways to improve internal communications, such as using dedicated social platforms, WhatsApp Groups, and virtual skip-level meetings.

Fact: The users of Microsoft Teams increased from 20 million in November 2019 to 75 million in April 2020.

- **360 Degree Performance Management**

Performance management is an important part of the employee experience, as it helps employees identify the scope for improvement. 360-degree performance management is a type of performance appraisal where employees are evaluated by their peers, subordinates, and supervisors.

This type of appraisal is beneficial as it provides a more holistic view of an employee's performance. Additionally, it also leads to more accurate and actionable feedback.

- **Ergonomics of the Workplace**

As the workforce becomes increasingly globalized and companies expand their operations to different parts of the world, it is important to promote environmental ergonomics in the workplace.

By understanding the impact of the work environment on employee productivity, HR can make decisions that will help to improve the effectiveness of the workforce. Additionally, HR should provide training on how to optimize the work environment to improve employee productivity.

Wrapping Up

These are some of the recent trends in HRM that must be implemented cautiously in any organization.

To be successful, HR must continuously adapt to the ever-changing needs of the workforce. By understanding the latest practices and trends in HRM, HRs can develop strategies that will help to improve the efficiency of the workforce and to promote a positive work environment.

Opportunities in Human Resource Management (HRM) encompass a wide range of roles and responsibilities within organizations. Some key opportunities in HRM include:

1. **HR Generalist:** This role involves managing various HR functions, such as recruitment, employee onboarding, performance management, employee relations, and policy development. HR generalists serve as a primary point of contact for employees and help ensure HR processes align with organizational goals.
2. **Talent Acquisition Specialist:** This opportunity focuses on finding and attracting top talent to meet the organization's workforce needs. Talent acquisition specialists use various strategies, including job postings, candidate screening, interviewing, and conducting background checks, to identify qualified candidates.
3. **Compensation and Benefits Specialist:** Professionals in this role design and manage compensation programs, including salary structures, bonuses, and incentives. They also handle employee benefits, such as health insurance, retirement plans, and leave policies, ensuring compliance with legal requirements and industry standards.
4. **Training and Development Specialist:** These specialists focus on enhancing employee skills and knowledge through training programs, workshops, and development initiatives. They assess training needs, design and deliver training materials, and evaluate the effectiveness of training interventions.
5. **HR Information Systems (HRIS) Manager:** HRIS managers oversee the implementation and maintenance of HR technology systems, such as HR databases and payroll systems. They ensure data accuracy, provide system support, and leverage technology to streamline HR processes and reporting.

6. Employee Relations Manager: This role involves managing employee relations and fostering a positive work environment. Employee relations managers handle conflict resolution, investigate employee complaints, develop employee engagement programs, and promote a healthy organizational culture.
7. HR Business Partner: HR business partners work closely with business leaders and departments to align HR strategies with organizational objectives. They provide strategic HR guidance, assist in workforce planning, and facilitate change management initiatives.
8. Diversity and Inclusion Specialist: In this opportunity, professionals focus on creating and promoting inclusive workplace cultures. They develop diversity and inclusion programs, provide training on unconscious bias, and support initiatives to attract, retain, and develop diverse talent.
9. HR Compliance Specialist: Compliance specialists ensure adherence to employment laws, regulations, and internal policies. They monitor and update HR policies, conduct audits, and provide guidance to ensure compliance with labor laws, workplace safety, and equal employment opportunity regulations.
10. HR Consultant: As an HR consultant, individuals work independently or with consulting firms to provide specialized HR expertise to organizations. They offer guidance on HR strategy, organizational design, talent management, and change management.

These opportunities in HRM offer diverse career paths for professionals interested in managing people, talent, and organizational effectiveness.

51. Write short notes on following:

a) Objectives of HRM

Ans: The primary objective of HRM is to ensure the availability of competent and willing workforce to an organization. The specific objectives include the following:

- 1) Human capital : assisting the organization in obtaining the right number and types of employees to fulfill its strategic and operational goals
- 2) Developing organizational climate: helping to create a climate in which employees are encouraged to develop and utilize their skills to the fullest and to employ the skills and abilities of the workforce efficiently
- 3) Helping to maintain performance standards and increase productivity through effective job design; providing adequate orientation, training and development; providing performance-related feedback; and ensuring effective two-way communication.
- 4) Helping to establish and maintain a harmonious employer/employee relationship
- 5) Helping to create and maintain a safe and healthy work environment
- 6) Developing programs to meet the economic, psychological, and social needs of the employees and helping the organization to retain the productive employees

- 7) Ensuring that the organization is in compliance with provincial/territorial and federal laws affecting the workplace (such as human rights, employment equity, occupational health and safety, employment standards, and labour relations legislation). To help the organization to reach its goals
- 8) To provide organization with well-trained and well-motivated employees
- 9) To increase the employees satisfaction and self-actualization
- 10) To develop and maintain the quality of work life
- 11) To communicate HR policies to all employees.
- 12) To help maintain ethical polices and behavior.

The above stated HRM objectives can be summarized under four specific objectives: societal, organizational, and functional and personnel.



Figure 1.2: Objectives of HRM

- 1) Societal Objectives: seek to ensure that the organization becomes socially responsible to the needs and challenges of the society while minimizing the negative impact of such demands upon the organization. The failure of the organizations to use their resources for the society's benefit in ethical ways may lead to restriction.
- 2) Organizational Objectives: it recognizes the role of HRM in bringing about organizational effectiveness. It makes sure that HRM is not a standalone department, but rather a means to assist the organization with its primary objectives. The HR department exists to serve the rest of the organization.
- 3) Functional Objectives: is to maintain the department's contribution at a level appropriate to the organization's needs. Human resources are to be adjusted to suit the organization's demands. The department's value should not become too expensive at the cost of the organization it serves.
- 4) Personnel Objectives: it is to assist employees in achieving their personal goals, at least as far as these goals enhance the individual's contribution to the organization. Personal objectives of employees must be met if they are to be maintained, retained and motivated.

Otherwise employee performance and satisfaction may decline giving rise to employee turnover.

b) Importance of HRM

Ans: 1. Management of strategy

The crucial aspect is the importance of human resource management in any organization. HR managers manage strategies to ensure that the company meets its objectives. It also helps to contribute to the corporate decision-making process. It includes employee evaluations and predictions based on business needs.

2. Development and training

HR managers play an important role in strengthening employer-employee relationships. They contribute significantly to training and development programs. This is necessary for the importance of human resource management. It helps employees to develop within the company. It also improves employee satisfaction and productivity.

3. Interaction among employees

HR managers are in charge of organizing activities, events, and celebrations in the company. It provides opportunities for team building. Furthermore, it increases employee interaction and fosters a sense of trust and respect among peers.

4. Analyze the advantages

HR managers strive to cut costs wherever possible in recruitment and retention. HR professionals are well-versed in employee benefits. They are likely to attract quality candidates and keep existing employees. They also conduct efficient negotiations with potential and existing employees.

5. Keeping Liability Problems to a Minimum

When it comes to claims of unfair labor practices, HR employee relations specialists reduce their liability. They comprehend, investigate, and resolve workplace issues that, if not addressed. It could continuously become worse by putting the company in violation of federal. And state anti-discrimination and harassment

laws. This is crucial for the importance of Human Resource Management.

6. Salaries and wages

Human Resource benefit experts create realistic payment structures. They conduct in-depth wage and salary surveys. It makes company wages competitive with those in the neighborhood. It is also for the same industry or competing for employees with similar skills. People need to ensure the payment costs align with the organization's current financial situation and projected revenue.

7. Resolving conflicts

HR is the department to contact if there is a professional conflict between employees. They ensure that issues and disputes are resolved by approaching the problem objectively. It also helps in encouraging effective communication to arrive at a solution. Additionally, they assist employees in comprehending various methods for developing practical work. It creates relationships and not allowing personal judgment to influence their actions.

8. Maintaining a positive work environment

A positive work environment is essential for bringing out the best in employees. HRM plays a vital role in establishing a healthy and friendly work environment. It guides to enhanced employee productivity and also needs the importance of Human Resource Management.

9. Compliance

HR professionals keep track of the hiring process and applicant logs. In comparison, they are ensuring that the company complies with employment laws. They complete paperwork showing that the company's employees are legally permitted to work anywhere in the world. They also keep track of applicant flow and write affirmative action plans. It also conducts dissimilar impact analyses to ensure that companies receive federal. And also, state government contracts follow the rules.

10. Hiring Processes

HR professionals collaborate closely with hiring managers to make good hiring decisions based on the organization's workforce requirements. They advise managers who need to become more familiar with HR or standard hiring processes to make sure that the offers are extended to qualified candidates only.

c) Functions of HRM

Ans: Human Resources management has an important role to play in equipping organizations to meet the challenges of an expanding and increasingly competitive sector. Increase in staff numbers, contractual diversification and changes in demographic profile which compel the HR managers to reconfigure the role and significance of human resources management. The functions are responsive to current staffing needs, but can be proactive in reshaping organizational objectives. All the functions of HRM are correlated with the core objectives of HRM (Table 1.1). For example personal objectives is sought to be realized through functions like remuneration, assessment etc

HR management can be thought of as seven interlinked functions taking place within organizations, as depicted in Figure 1.3 Additionally, external forces—legal, economic, technological, global, environmental, cultural/geographic, political, and social—significantly affect how HR functions are designed, managed, and changed. The functions can be grouped as follows:

1.) Strategic HR Management: As a part of maintaining organizational competitiveness, strategic planning for HR effectiveness can be increased through the use of HR metrics and HR technology. Human resource planning (HRP) function determine the number and type of employees needed to accomplish organizational goals. HRP includes creating venture teams with a balanced skill-mix, recruiting the right people, and voluntary team assignment. This function analyzes and determines personnel needs in order to create effective innovation teams. The basic HRP strategy is staffing and employee development.

2.) Equal Employment Opportunity: Compliance with equal employment opportunity (EEO) laws and regulations affects all other HR activities.

3.) Staffing: The aim of staffing is to provide a sufficient supply of qualified individuals to fill jobs in an organization. Job analysis, recruitment and selection are the main functions under staffing. Workers job design and job analysis laid the foundation for staffing by identifying what diverse people do in their jobs and how they are affected by them. Job analysis is the process of describing the nature of a job and specifying the human requirements such as

knowledge, skills, and experience needed to perform the job. The end result of job analysis is job description. Job description spells out work duties and activities of employees.

Through HR planning, managers anticipate the future supply of and demand for employees and the nature of workforce issues, including the retention of employees. So HRP precedes the actual selection of people for organization. These factors are used when recruiting applicants for job openings. The selection process is concerned with choosing qualified individuals to fill those jobs. In the selection function, the most qualified applicants are selected for hiring from among the applicants based on the extent to which their abilities and skills are matching with the job.

4.) Talent Management and Development: Beginning with the orientation of new employees, talent management and development includes different types of training. Orientation is the first step towards helping a new employee to adjust himself to the new job and the employer. It is a method to acquaint new employees with particular aspects of their new job, including pay and benefit programmes, working hours and company rules and expectations. Training and Development programs provide useful means of assuring that the employees are capable of performing their jobs at acceptable levels and also more than that. All the organizations provide training for new and experienced employee. In addition, organization often provide both on the job and off the job training programmes for those employees whose jobs are undergoing change. Likewise, HR development and succession planning of employees and managers is necessary to prepare for future challenges. Career planning has developed as result of the desire of many employees to grow in their jobs and to advance in their career. Career planning activities include assessing an individual employee's potential for growth and advancement in the organization. Performance appraisal includes encouraging risk taking, demanding innovation, generating or adopting new tasks, peer evaluation, frequent evaluations, and auditing innovation processes. This function monitors employee performance to ensure that it is at acceptable levels. This strategy appraises individual and team performance so that there is a link between individual innovativeness and company profitability. Which tasks should be appraised and who should assess employees' performance are also taken into account.

5.) Total Rewards: Compensation in the form of pay, incentives and benefits are the rewards given to the employees for performing organizational work. Compensation management is the method for determining how much employees should be paid for performing certain jobs. Compensation affects staffing in that people are generally attracted to organizations offering a higher level of pay in exchange for the work performed. To be competitive, employers develop and refine their basic compensation systems and may use variable pay programs such as incentive rewards, promotion from within the team, recognition rewards, balancing team and individual rewards etc. This function uses rewards to motivate personnel to achieve an organization's goals of productivity, innovation and profitability. Compensation is also related to employee development in that it provides an important incentive in motivating employees to higher levels of job performance to higher paying jobs

in the organization. Benefits are another form of compensation to employees other than direct pay for the work performed. Benefits include both legally required items and those offered at employer's discretion. Benefits are primarily related to the area of employee maintenance as they provide for many basic employee needs.

6.) Risk Management and Worker Protection: HRM addresses various workplace risks to ensure protection of workers by meeting legal requirements and being more responsive to concerns for workplace health and safety along with disaster and recovery planning.

7.) Employee and Labor Relations: The relationship between managers and their employees must be handled legally and effectively. Employer and employee rights must be addressed. It is important to develop, communicate, and update HR policies and procedures so that managers and employees alike know what is expected. In some organizations, union/management relations must be addressed as well. The term labour relation refers to the interaction with employees who are represented by a trade union. Unions are organization of employees who join together to obtain more voice in decisions affecting wages, benefits, working conditions and other aspects of employment. With regard to labour relations the major function of HR personnel includes negotiating with the unions regarding wages, service conditions and resolving disputes and grievances.

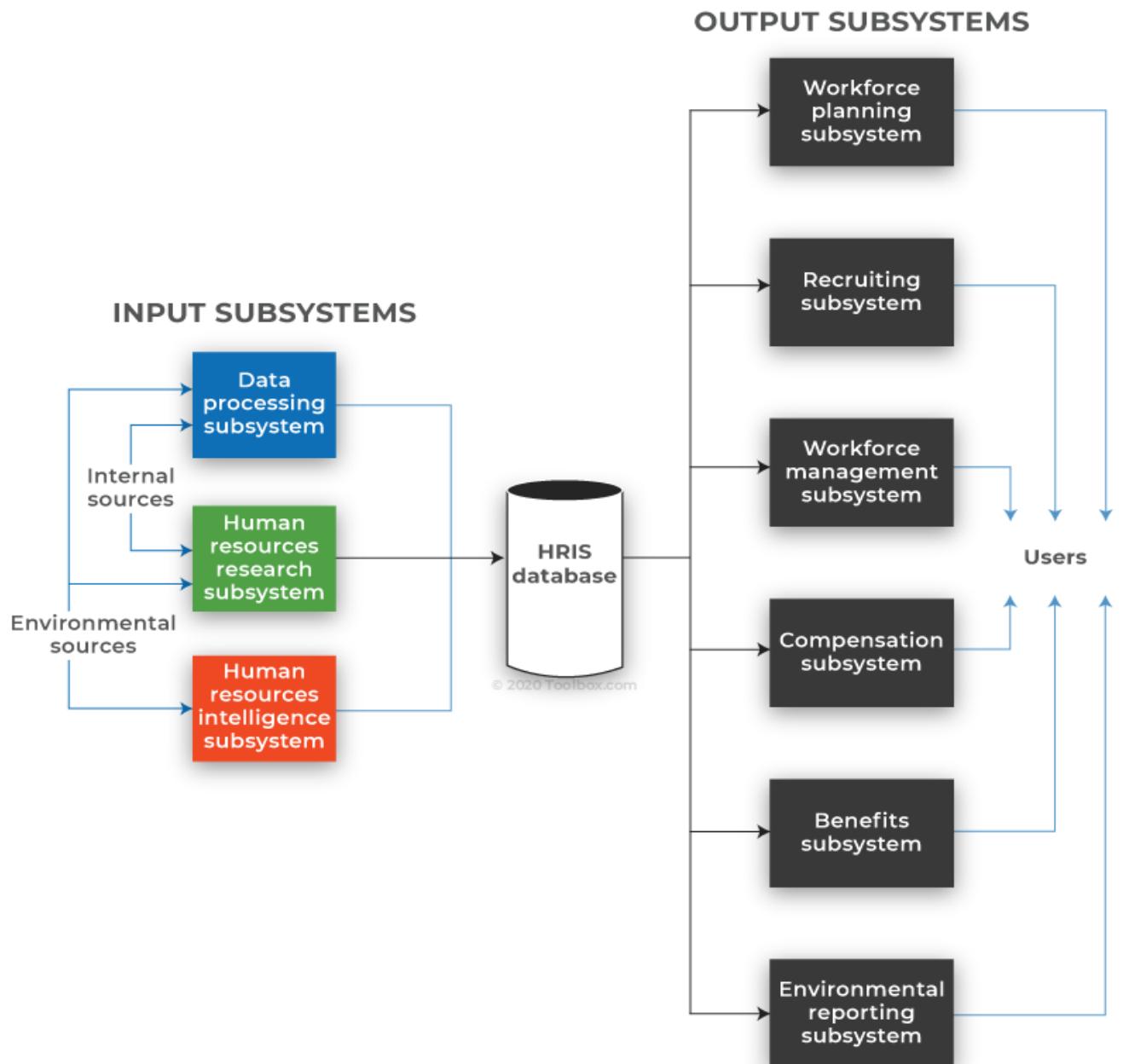
d) **HRIS model**

Ans: **HRIS Models**

Now that we have had a glance at the systems and working components that move the human resource information system machinery, let's dig into the HRIS models that guide the functioning of its processes.

1. **Input and output model of a basic HRIS**

This model enumerates the basic functioning of an HRIS – from input to output. Both environmental and internal sources provide data for the input subsystems, which are then interpreted into information and used in recruiting, workforce planning, workforce/[talent management](#), compensation, benefits, and for various parts of the reporting channel.



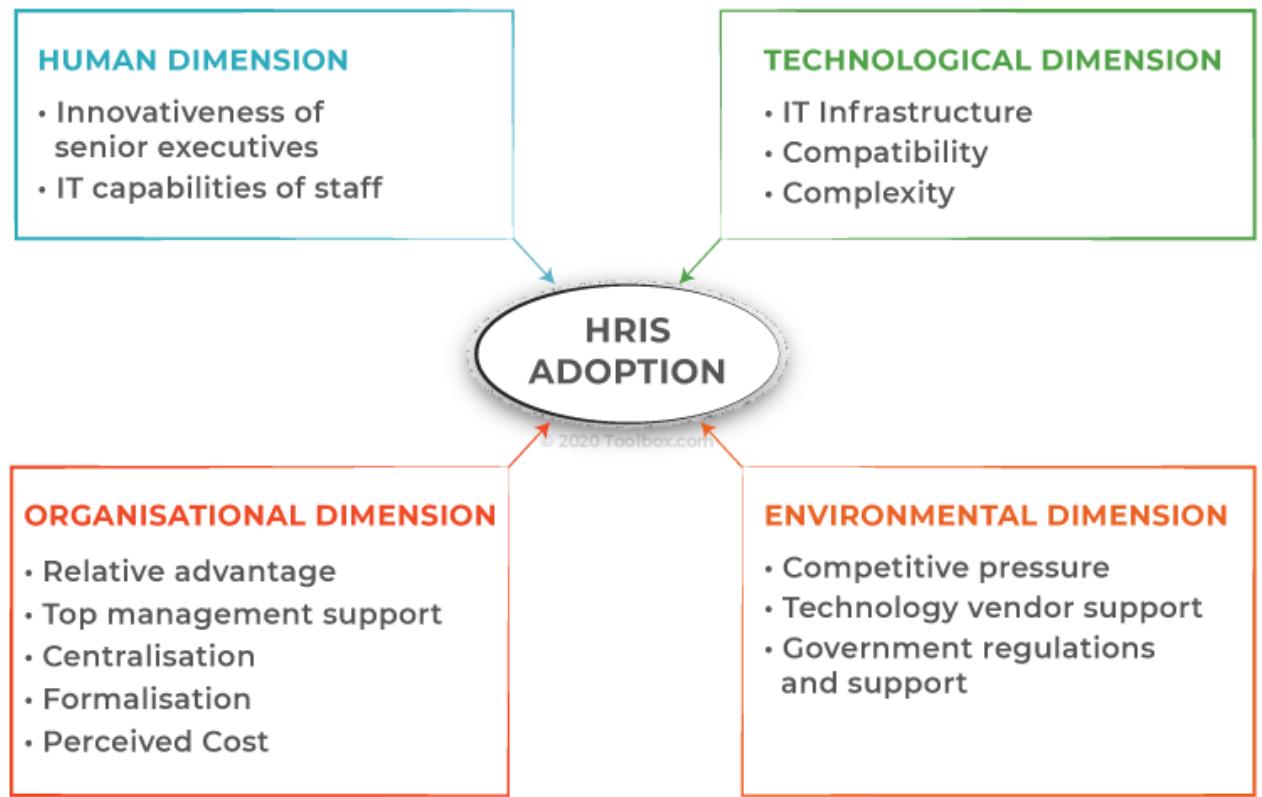
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Figure 1. Input and output model of a basic HRIS

2. Model for HRIS adoption

With a plethora of options available in the market (to the point where the market seems overcrowded), choosing the right HRIS is a big decision. But once that is done, to ensure that the organization has invested in a winning system, the right adoption of the HRIS is necessary. Here's a

model that enumerates the different aspects of adopting the right HRIS and adapting to new processes.



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Figure 2. HRIS adoption model

3. HRIS success model

The following figure is the integrated HRIS model for success. This is to reiterate how the users' perception of the system is affected by the quality of system processes, information access and application, ease of use, and usefulness.

The perceived utility of the HRIS is an interesting factor since it is quite subjective and must make sense to the employee. All these factors together contribute to the level of user satisfaction and ultimately to the success of the HRIS.

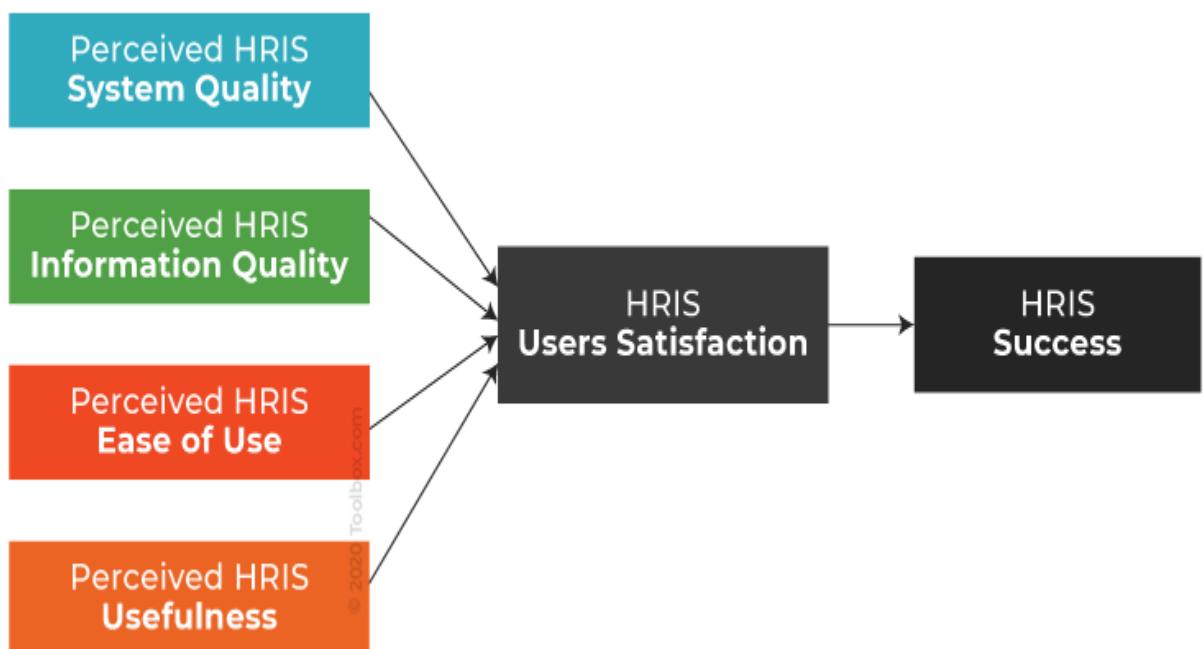


Figure 3. HRIS success model

Learn More: [What is Talent Pipeline? Definition, Management with Examples](#)

A human resource information system comes with three major applications – talent acquisition, talent management, and talent optimization – all this with the effective backing of data. Within these broader pillars, the following application bricks bring in multiple benefits and help in building a stronger organization:

- Reduced cost of data storage since a one-time investment is adequate
- Agility in retrieving and analyzing data
- Reduced duplication of processes, which saves time, money and energy
- On-demand availability of the right data at the right time
- Stronger analysis and therefore more intelligent decisions

- Relevant career planning that can be communicated better
- Improved quality of reports and insights
- Increased adaptability for the organization, since access to the right information, increases awareness of both the internal and external environment
- Greater transparency leading to a more honest and engaging employee experience

e) Benefits of Human Resources Information Systems (HRIS)

Ans: 1. Increase efficiency

Managing human resources is like juggling numerous balls at once – you’re onboarding new hires, tracking PTOs, ensuring benefits are up to date, resolving workplace conflicts, communicating with employees, holding training sessions, planning events, and so much more. An HRIS helps you be more efficient in managing all these things without dropping one of those balls in the process.

2. Free up time

It takes time to ensure all of the above elements of human resources management are maintained. But even the best HR pro will fall behind in some processes due to work overload and limited bandwidth. An HRIS will help you recoup valuable time and resources through automation of processes – so that you can commit to work that deserves more attention.

3. Reduce errors

Humans are flawed, and consequently, so are processes when they’re run by humans. Crucial paperwork and processes can be forgotten, misplaced, or misscheduled , and information can be inaccurately recorded.

But when you have an HRIS in place, with predesigned workflows, automated systems and centralized information, the window for error is drastically reduced because you now have a failsafe software doing much of that work for you.

4. Maintain compliance

Compliance is what keeps executives and managers awake at night. [GDPR](#) was only the beginning, and now, data privacy legislation is popping up everywhere.

In your HR work, you're handling personal information on a regular basis, be they in the form of bank account details, tax records, health and benefits, or even employee phone numbers and addresses – all of which need to be contained within your records.

Equal employment opportunity is also legislated in many countries, including [EEOC in the United States](#) and [EOC in the United Kingdom](#). These all require some degree of compliance, which HRIS software can help you maintain.

5. Enable data-driven decisions

[Employee analytics](#) are crucial to [workforce planning](#) and management, and when you can track metrics in retention, salary adjustments, performance, productivity, time off, etc., you can make better decisions as a business. An HRIS benefits this hugely, because you're now recording all employee information and data in one centralized location – and therefore, can pull up any data that you need at a moment's notice.

We're not done here!

Now, let's think about how an HRIS benefits your employees. When a company has dozens or even hundreds of employees, it can be a long time before a given employee can get information they need from HR. An HRIS eliminates that inconvenience for employees, giving direct access to that information for anyone in the portal. For your employees, an HRIS can:

6. Make a better onboarding

The first few weeks and months of a new employee's experience in a company is crucial for success. You want to ensure they're onboarded efficiently, and this requires participation by all stakeholders.

Hiring managers, HR practitioners and even the new hire themselves can be readily organized via predesigned and replicable onboarding regimens. This includes familiarization with workflows and teams. All of this can be developed within an HRIS and executed at scale. This makes that onboarding experience all the better for the incoming new employee.

7. Increase empowerment

Adding to an HRIS-supported onboarding experience for employees is the instant access to information across the company.

With an HRIS, an employee can get the details they need in order to do their job better, be it in a workplace policy, org chart, or even their own insurance details.

In the same way that banks allow you to skip the lineup and instantaneously access your account, process-heavy roadblocks for employees are eliminated through the self-service capabilities that a good HRIS can provide.

8. Improve collaboration and trust

What if one employee needs to get ahold of a colleague in another department – whether it's to move a project forward or even just to discuss a potential collaboration? Or what if they want to join an employee resource group (ERG) but want to do it discreetly?

f) Factors affecting wage/ salary

Ans: Several factors can influence wage and salary levels within an organization. Here are some key factors that commonly impact wage/salary determination:

1. Job Market and Industry: The supply and demand for specific skills and roles in the job market and industry significantly influence wage levels. In industries with high demand and limited supply of qualified professionals, wages tend to be higher to attract and retain talent. Conversely, in industries with an oversupply of labor, wages may be lower.
2. Education, Skills, and Experience: The level of education, specialized skills, and experience required for a particular job can impact wage levels. Jobs that require

higher levels of education or specialized skills typically command higher wages. Similarly, employees with more years of experience in a particular field often earn higher salaries due to their expertise and contributions.

3. Job Complexity and Responsibility: Jobs that involve more complex tasks, greater responsibility, and decision-making authority generally have higher wage levels. Positions with higher levels of accountability, leadership roles, or direct impact on business outcomes are typically compensated accordingly.
4. Geographic Location: Wage levels can vary significantly depending on the geographic location of an organization. Factors such as cost of living, local economic conditions, and regional labor market dynamics influence wage levels. For example, wages in metropolitan areas with higher costs of living tend to be higher than in rural areas.
5. Company Size and Financial Performance: The size and financial health of an organization can impact wage levels. Larger companies with more resources and higher revenue may have the ability to offer higher wages. Additionally, companies that are financially successful and profitable may be more inclined to provide competitive compensation packages.
6. Collective Bargaining and Unionization: In unionized environments, wage levels are often determined through collective bargaining agreements between employers and labor unions. These agreements may include provisions for wage scales, annual increases, and other benefits, which can influence wage levels within specific industries or organizations.
7. Internal Pay Structure and Equity: Organizations typically establish internal pay structures to ensure fairness and consistency in compensation. Factors such as job evaluation, internal equity, performance levels, and pay grades can influence wage/salary levels within an organization. Maintaining internal pay equity and aligning compensation with performance and job levels is crucial for motivating employees and maintaining a positive work environment.
8. Legal and Regulatory Requirements: Laws and regulations related to minimum wage, overtime, equal pay, and other labor standards can impact wage levels. Employers must comply with these legal requirements, which can set a baseline for minimum compensation levels.

g) HRM in Indian context

Ans: HRM in India: Evolution, Development, Practices, Future and Barriers

Human Resource Management in India – Evolution and Growth: Management of Work-People in India—Historical Perspective

1. Ancient and Medieval India:

Evidences of production activities by craftsmen and artisans such as weavers, carpenters, leather-workers, jewellers and potters are found even during the later Vedic period (1000 BC-600 BC). These craftsmen and artisans generally worked independently, but many of them were patronised by rulers and local chiefs. They often engaged hired labourers and slaves who mainly belonged to the Shudra Varna. All of them had to abide by the dictates of the rulers and local chiefs.

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All of them had to abide by the dictates of the rulers and local chiefs.

Kautilya, for example, fixed wages of artisans and also those of hired labourers (karmakaras) and slaves (dasas), which, in practice, were very low. He ordained that slaves and hired labourers under the employ of the state should be given “particles of rice and bad liquor.” Forced labour was also widely prevalent during the period.

The state of affairs materially changed during the period witnessing decline of the Mauryan empire. Frequent foreign invasions had resulted in the establishment of close contacts between traders of India and those of the western countries. Besides, the period also witnessed an appreciable improvement of communication through both land and sea routes.

With the flourishing of trade and expansion of markets, the demand for Indian goods increased manifold. As a result of these developments, the number of work-people

including craftsmen, artisans and slaves swelled. Craftsmanship also involved a great deal of specialisation. There are evidences of more than 36 kinds of workers living in Rajgir alone, and as many as 75 occupations connected with various kinds of production.

By the end of the Mauryan empire, the craftsmen and artisans, many of whom also belonged to the Shudra Varna, had substantially gained in wealth and status. The craft guilds also acquired strength and secured a certain amount of independence. The membership of a guild provided security to their members and enhanced their status. The guilds fixed rules of work, quality and quantity of products, and fixed their prices.

The behaviour of the members of the guild was controlled through a guild court. The customary regulations of the guilds had the force of law for their members. Many craftsmen working independently of the guilds also trained their family members and relatives so that the expertise in the craft could be carried forward to coming generations.

Besides, there also had been the practice of engaging apprentices who, on acquiring sufficient skills after a prolonged period of training, themselves became master craftsmen. However, in most cases, the activities of the craft-guilds and the conditions of employment of working hands were under rigid control of the state.

ii. The Gupta Period (319 AD—545 AD):

The conditions of labour prevalent at the disintegration of the Mauryan empire continued to exist during early Gupta period also. However, during the years following, certain developments adversely affected the status and conditions of craftsmen and other categories of workers. The Gupta emperors successfully repulsed a number of invasions and drove the invaders away from the country.

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As a result, contact between India and north-western countries appreciably declined, and there was a substantial down string in foreign trade. Even the mobility of

craftsmen and artisans from one part of the country to another was adversely affected. These conditions led the craftsmen and artisans to confine their activities in the local areas.

The position in the south was, however, different. There was a big demand for linen goods, velvets, cotton cloth, shoes, fancy earthenware and some other articles manufactured in that region in both eastern and western countries. Many craftsmen and artisans were in the employ of wealthy merchants who paid handsome remuneration to them. Those, who were independent, received handsome prices for their products.

During the Gupta period, the rigours of state control over craftsmen and their guilds prevalent during the Mauryan period were relaxed. The institution of slavery weakened, but the practice of forced labour covering all kinds of workers and work had become a general feature. Serfdom also continued to exist, especially in agriculture.

In this process of change, the craft-guilds increasingly became independent and they started playing the main role in determining the terms and conditions of employment of the people engaged by them or their members. The craftsmen, who did not belong to a guild, managed their work-people on their own, and unilaterally determined their terms and conditions of employment, which were more liberal than those prevalent during the Mauryan period.

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In general, craftsmen and artisans were enjoying improved status, a substantial measure of independence and economic affluence during the period witnessing the end of the Gupta Empire.

iii. The Period Intervening the Fall of the Gupta Empire and Establishment of the Muslim Rule:

The period following the decline of the Gupta empire till the establishment of the Muslim rule (about 1000 AD), the country witnessed frequent internal dissensions,

uprisings and wars for supremacy among different dynasties, and somewhat regular foreign invasions from the west. These conditions led to political and economic instability in the country.

Industries, arts and crafts tended to be localised, and state control over workers and craft guilds substantially weakened. However, the policies and practices associated with managing various categories of labour prevalent during the Mauryan and Gupta periods continued to exist in an appreciable measure in this period also.

In the south, especially during the Chola rule, workers engaged in certain industries, crafts and arts such as ship-building and navigation, sculptures, textiles, jewelleries and ivory work enjoyed more freedom, recognition, better treatment and economic affluence mainly on account of flourishing of trade between India and South-east Asia and even China.

There had also been considerable technological advancements leading to an increase in the demand for highly skilled workers with specialisation in particular crafts and arts. These workers often congregated together, formed their guilds and organisations and bargained for improved terms and conditions of employment.

iv. The Muslim and Mughal Periods (1000 AD—1756 AD):

The Muslim and Mughal periods witnessed a series of wars, battles and uprisings, but trade, industries, arts and crafts continued to grow. A number of cities emerged in different parts of the country; and urban and money economy spread. There was also appreciable improvement in communication through both land and sea routes. As a result of flourishing of trade and business and development of industries, demand for various categories of labour substantially increased. However, approaches towards managing them varied, depending mainly on the attitude and policy of the rulers. In some cases, their policy was very harsh, whereas in others, it was liberal.

h) Types of interviews

Ans:

Types of interviews: Interviews can be classified in various ways according to: (A) Degree of Structure (B) Purpose of Interview (C) Content of Interview

(A) Degree of Structure:

(1) Unstructured or non directive: in which you ask questions as they come to mind. There is no set format to follow.

(2) Structured or directive: in which the questions and acceptable responses are specified in advance. The responses are rated for appropriateness of content.

Structured and non-structured interviews have their pros and cons. In structured interviews all applicants are generally asked all required questions by all interviewers. Structured interviews are generally more valid. However structured interviews do not allow the flexibility to pursue points of interests as they develop.

(B) Purpose of Interview: A selection interview is a type of interview designed to predict future job performance, on the basis of applicant's responses to the oral questions asked to him. A stress interview is a special type of selection interview in which the applicant is made uncomfortable by series of awkward and rude questions. The aim of stress interview is supposedly to identify applicant's low or high stress tolerance. In such an interview the applicant is made uncomfortable by throwing him on the defensive by series of frank and often discourteous questions by the interviewer.

(C) Content of Interview: The content of interview can be of a type in which individual's ability to project a situation is tested. This is a situation type interview. In job-related interview, interviewer attempts to assess the applicant's past behaviours for job related information, but most questions are not considered situational. In a behaviour interview a situation is described and candidates are asked how they behaved in the past in such a situation. While in situational interviews candidates are asked to describe how they would react to situation today or tomorrow. In the behavioural interview they are asked to describe how they did react to the situation in the past

i) Safe and healthy work environment

Ans: HRIS (Human Resource Information System) can play a significant role in promoting a safe and healthy work environment. Here's how HRIS can contribute to creating a safe and healthy workplace:

1. Data Management: HRIS serves as a centralized database for employee information, including medical records, certifications, and training history. It allows HR professionals to track and manage employee health-related information, such as allergies, medical conditions, and emergency contacts. Having this information readily available in the HRIS enables timely access to critical health information in case of emergencies or health-related incidents.

2. Compliance Tracking: HRIS can help organizations ensure compliance with health and safety regulations. It can track employee certifications, licenses, and training requirements related to occupational health and safety. HRIS can send automated reminders for employees to renew certifications or complete mandatory safety training, ensuring that employees are qualified and up to date on safety protocols.
3. Incident Reporting and Tracking: HRIS can provide a platform for employees to report incidents, accidents, or near-misses. It allows employees to log incidents directly into the system, ensuring proper documentation and tracking. HR professionals can analyze incident data captured in the HRIS to identify trends, implement corrective actions, and make data-driven decisions to prevent future incidents.
4. Training and Awareness Programs: HRIS can facilitate the management of training and awareness programs related to workplace safety and health. It can track employee participation in safety training sessions, provide online learning modules, and schedule periodic refresher training. HRIS can also generate reports on training completion rates, ensuring that all employees receive the necessary safety training.
5. Communication and Alerts: HRIS can serve as a communication hub for disseminating safety-related information to employees. It can send out alerts, reminders, and notifications regarding safety procedures, updates, and emergency protocols. HRIS can also provide access to safety-related policies, procedures, and documents, ensuring that employees have easy access to crucial safety information.
6. Wellness Programs and Initiatives: HRIS can support the implementation and management of wellness programs aimed at promoting employee health and well-being. It can track employee participation in wellness activities, such as health screenings, fitness challenges, or mental health initiatives. HRIS can provide insights into employee engagement with wellness programs, helping HR professionals tailor initiatives to meet employees' needs.
7. Analytics and Reporting: HRIS with robust analytics capabilities can provide valuable insights into employee health and safety metrics. It can generate reports on injury rates, absenteeism trends, workers' compensation claims, and other relevant data. These insights help identify areas for improvement, evaluate the effectiveness of safety initiatives, and make data-driven decisions to enhance the work environment.

j) Occupational safety and health act

Ans: The Occupational Safety and Health Act (OSH Act) is a federal law in the United States that was enacted in 1970 to ensure safe and healthy working conditions for employees. The key features of the OSH Act include:

1. Standards: The OSH Act authorizes the Occupational Safety and Health Administration (OSHA) to develop and enforce standards for workplace safety and health. These standards cover a wide range of areas, including hazard

- communication, personal protective equipment, machinery safety, electrical safety, and more. Employers are required to comply with these standards to protect employees from workplace hazards.
2. General Duty Clause: The OSH Act includes a General Duty Clause, which states that employers have a responsibility to provide a workplace free from recognized hazards that are likely to cause serious harm or death. Even if there is no specific OSHA standard addressing a particular hazard, employers are still obligated to take necessary measures to protect employees.
 3. Inspections and Enforcement: OSHA is authorized to conduct workplace inspections to ensure compliance with safety and health standards. Inspections may be conducted based on complaints, referrals, targeted inspections, or as part of OSHA's random inspection program. Employers found to be in violation of OSHA standards may be subject to penalties, citations, and corrective action requirements.
 4. Employee Rights: The OSH Act grants certain rights to employees, including the right to a safe and healthful workplace, the right to request an OSHA inspection, the right to participate in OSHA inspections and discussions, and the right to be free from retaliation for exercising these rights.
 5. Recordkeeping and Reporting: Employers covered by OSHA regulations are required to maintain records of work-related injuries and illnesses. They must also report severe injuries, hospitalizations, and fatalities to OSHA within specific timeframes.
 6. Training and Education: The OSH Act emphasizes the importance of training and education in promoting workplace safety and health. Employers are encouraged to provide training to employees on recognizing and avoiding workplace hazards. OSHA also offers various training resources and programs to educate employers and employees on safety and health practices.
 7. State Plans: The OSH Act allows states to develop their own Occupational Safety and Health programs, known as State Plans, that meet or exceed federal OSHA standards. State Plans must be approved by OSHA and must provide equivalent or higher levels of protection for workers than the federal standards.

The OSH Act is designed to ensure that employers provide a safe and healthy work environment for their employees. Compliance with the OSH Act helps reduce workplace injuries, illnesses, and fatalities, and promotes a culture of safety in organizations.

k) Promotion Policy

Ans : Promotion :

Promotion means the advancement of an employee to a higher job involving more work, greater responsibility and higher status. It may or may not be associated with the increment in salary.

Promotion is one of the best forms of incentives and it provides higher responsibilities, better salary, high morale and job satisfaction to the employees. Practically, all the employees aspire for career advancement and promotion is an advancement of the employee in the organisational hierarchy.

A promotion policy in Human Resource Management (HRM) outlines the guidelines and procedures for promoting employees within an organization. It serves as a framework for making promotion decisions based on merit, performance, and career development. Here are key elements typically included in a promotion policy within the context of HRM:

1. Eligibility Criteria: The policy should specify the eligibility requirements for employees to be considered for promotion. This may include factors such as length of service, job performance, skill development, educational qualifications, and any specific job-related criteria.
2. Job Posting and Internal Mobility: The policy may outline the process of internal job postings, where available promotion opportunities are communicated internally to eligible employees. It may also address internal mobility, encouraging employees to apply for higher-level positions within the organization.
3. Performance Evaluation: The policy should highlight the importance of performance evaluation in promotion decisions. It may describe the evaluation process, including performance appraisals, feedback, and performance metrics used to assess candidates' suitability for promotion.
4. Career Development and Training: The policy may emphasize the organization's commitment to career development and training opportunities for employees. It may outline provisions for offering relevant training programs, mentoring, coaching, and other developmental initiatives to enhance employees' skills and competencies for potential promotion.
5. Merit-Based Decision Making: The policy should emphasize that promotion decisions are based on merit and performance rather than personal bias or favoritism. It may outline the criteria, metrics, or performance indicators used to assess candidates and determine their suitability for promotion.
6. Equal Opportunity and Diversity: The policy should promote equal opportunity and diversity in promotion decisions. It should emphasize the organization's commitment to providing fair and equitable opportunities for all eligible employees, regardless of their gender, race, ethnicity, religion, age, or other protected characteristics.
7. Communication and Feedback: The policy should define the communication process for promoting employees, including how and when the decision will be communicated to the candidates. It may also address the provision of feedback to employees who were not selected for promotion, along with suggestions for improvement and future considerations.
8. Review and Appeals: The policy may include a provision for employees to request a review or appeal if they believe the promotion decision was unfair or biased. It

- should outline the process and steps for filing an appeal and the authority responsible for reviewing the appeal.
9. Confidentiality and Privacy: The policy should address confidentiality and privacy concerns related to the promotion process. It should ensure that candidate information is treated confidentially and that only authorized personnel have access to promotion-related data.

It's important to customize the promotion policy to the specific needs and culture of the organization while adhering to legal requirements and industry best practices. A well-designed promotion policy within HRM helps ensure transparency, fairness, and employee engagement while supporting the organization's talent development and retention goals.

I) Transfer types

Ans: Refer Q.45

m) Employee motivation theories

Ans: **5 motivation theories management teams can use**

Here are five motivational theories you can consider using to increase employee satisfaction and productivity:

1. Incentive theory

The incentive motivational theory suggests reinforcement, recognition, incentives and rewards motivate people. The incentive theory also proposes people may display certain behaviors to achieve a specific result, incite a particular action or receive a reward. Here are a few examples of incentives in the workplace:

- **Bonus:** A bonus is a reward you may give to an employee based on their performance levels over a period.
- **Praise:** Praise can be useful for one-on-one situations, such as quarterly employee reviews. You can praise an employee by giving positive feedback about their performance, which may build your relationship with them and promote trust.
- **Opportunity:** Providing opportunities like paid training or continuing education may give your team an incentive to increase their knowledge in a specific field and develop their skills.
- **Promotion:** Providing an opportunity for career advancement often is one of the most influential incentives a manager can offer because

it can give an employee a feeling of importance and growth. A promotion may include an advanced job role, a new job title or a salary increase.

- **Salary or wage:** Offering a pay raise or salary increase is an incentive management teams often find effective. For optimal results, consider using salary or wage incentives for individual employees rather than all employees and departments within a business.
- **Paid vacation or time off:** Consider offering employees compensation for taking days off or giving them additional vacation days. An employee may value this incentive if they're planning for a family vacation or want some extra time to rest at home.

2. McClelland's need theory

McClelland's need theory proposes there are three different needs most people have, and each need corresponds to a type of person who feels motivated to address that need. Understanding McClelland's need theory can help managers identify employee needs, which may give them the ability to place their employees in situations where they can thrive and reach their goals. Analyze these three needs to determine which incentive may work best for each employee:

Need for affiliation

The affiliate theory claims humans want to belong to a group and have other people accept them. This theory can help managers identify whether an employee might work well on a team and grow from the experience. Employees who feel motivation from affiliation often have highly developed interpersonal skills that can help them generate strong and meaningful relationships with their coworkers.

Need for achievement

Some employees naturally strive to become successful and important. These individuals may be competitive and maintain a high standard for their work ethic. They typically have a strong desire for recognition after completing a task and may ask for feedback on their performance. Establishing awards, such as an employee of the month tradition, can help motivate these people in the workplace.

Need for power

Some employees are interested in influencing others, making an impact on their coworkers and positively affecting the workplace. These types of employees often enjoy leading groups of people, distributing tasks and coordinating events. They may attempt to motivate their coworkers to achieve short-term and long-term goals. Allowing these employees to apply their leadership skills can generate feelings of motivation in large groups of employees, which can lead to job satisfaction.

3. Competence theory

Competence theory proposes people often want to engage in specific activities to display their skills, intelligence and abilities. If an employee successfully demonstrates their intelligence in front of their peers, it can motivate them to feel competent in a particular area. Feeling competent may increase how confidently they perform tasks, which can improve productivity and efficiency. Confident employees may also feel encouraged to learn more in-depth information to share it with their peers and receive recognition.

4. Expectancy theory

The expectancy theory suggests people may perform certain behaviors if they think those actions can lead to desirable outcomes. You can apply the expectancy theory in the workplace if you're interested in improving your team's productivity, effort or efficiency. For example, you might offer your staff a temporary raise in their hourly wages to motivate them to work extra hours to complete a project.

5. Maslow's hierarchy of needs theory

Maslow's hierarchy is a psychological theory that outlines the types of needs a person meets to progress to more complex needs. The hierarchy of needs includes five levels, which are:

1. **Physiological:** To meet physiological, or basic survival, needs you can ensure you have adequate water, shelter, clothing and food. In a work setting, an employee's salary may allow them to fulfill their physiological needs.
2. **Safety:** This level refers to the need to feel protected. In the workplace, this need may align with employees feeling safe in the workplace and feeling a sense of job security.
3. **Socialization:** To meet socialization needs, employees may strive for their coworkers to accept them, seek to make friendships at work or join groups to feel a sense of belonging. A workplace may fulfill this need by creating opportunities for employees to bond by hosting employee lunches and team-building activities.
4. **Esteem:** Employees often reach this level by receiving recognition, which can help them feel confident in their work and increase their self-esteem. Recognizing their achievements and providing positive feedback are two methods you can use to help build an employee's self-esteem.
5. **Self-actualization:** To reach this level, employees may seek to achieve complex, long-term or personal goals. Self-actualized employees may also feel motivated to complete workplace goals effectively.

n) Need for Employee Training

Ans : Refer Q. 16

o) Ethics in HRM

Ans : Ethics refers to the study of good and evil, right and wrong, and just and unjust actions of business people. Business ethics is the same as the generally accepted norms of good or bad practices. Human resource management (HRM) is the science of managing people systematically in organizations.

Need of Business Ethics :

The need of business ethics can be explained with the help of the following points:-

(1) Introducing Socialism in Business: This means the gains of business must be shared by all concerned and not just by owner of business. Profit is the result of group efforts and hence all concerned must share the same. In other words, the concept of socialism in business say that workers, shareholders, consumers all others who contribute to the success of the business must share its gain.

(2) Interest of Industry: Business ethics are required to protect the interest of small business firms. Big firms normally try to dominate and eradicate small firms. If industry follows code of conduct, small firms can fight for their existence and stay in the business for long.

(3) Buyers Market: In recent times, structural changes have taken place in the concept of business. In case of many products, sellers market has been converted into buyers market. Under such changed business conditions business ethics is needed to stress the importance of consumer satisfaction and service orientation in place of profit orientation.

(4) Better Relations with Society: Code of conduct results in better relations between business and society. It will reconcile conflicting interest of various sections of the society such as workers, shareholders, consumers, distributors, suppliers, competitors and government.

(5) Advantages to Business and Society: Ethics point out what is good and bad, so also what is right or wrong. It brings to the notice of the business community the importance of honesty, sincerity, fairness which makes them alert and socially conscious.

In the final analysis, business ethics help the business and society at large. It ensures healthy atmosphere in business which ensures improvement in social, economic and cultural values of the society.

Sources of Ethics

Religion

It is one of the oldest foundations of ethical standards. Religion wields varying influences across various sects of people. It is believed that ethics is a manifestation of the divine and so it draws a line between the good and the bad in the society. Depending upon the degree of religious influence we have different sects of people; we have sects, those who are referred to as orthodox or fundamentalists and those who are called as moderates. Needless to mention, religion exerts itself to a greater degree among the orthodox and to lesser extent in case of moderates. Fundamentally however all the religions such as Hinduism, Buddhism, Christianity, Islam, Judaism and Confucianism, operate on the principle of reciprocity towards ones fellow beings.

Culture

Culture is a pattern of behaviors and values that are transferred from one generation to another, those that are considered as ideal or within the acceptable limits. No wonder therefore that it is the culture that predominantly determines what is wrong and what is right. It is the culture that defines certain behavior as acceptable and others as unacceptable. Culture determines what is ethical and what is not. Cultural norms play important role in determining values because individuals anchor their conduct in the culture of the group in which they belong.

Human civilization in fact has passed through various cultures, wherein the moral code was redrafted depending upon the epoch that was. What was immoral or unacceptable in certain culture became acceptable later on and vice versa.

Law

Laws are procedures and code of conduct that are laid down by the legal system of the state. They are meant to guide human behavior within the social fabric. The major problem with the law is that all the ethical expectations cannot be covered by the law and specially with ever changing outer environment the law keeps on changing but often fails to keep pace. In business, complying with the rule of law is taken as ethical behavior, but organizations often break laws by evading taxes, compromising on quality, service norms etc.

How to Manage Ethics at Workplace

The effective management of ethics is sound business practice. Employees' morale is raised; bottom-line performance is improved, your corporate image is enhanced; and customers choose to form business relationships with companies that adhere to high standards of ethical conduct. One of your key management tasks is to persuade employees to accept your organization's ethical values. Following are some points to consider in managing ethics:

1. Understand the Benefits of Ethical Conduct.

All key parties benefit from ethical conduct within the organization. Employees who have confidence in their management contribute to their organization's prosperity. Conversely, in an unethical climate, employee productivity declines, creativity is channelled into seeking ways to profit personally from the business, loyalty diminishes, and absenteeism and staff turnover increase. Customers prefer to be associated with and remain loyal to companies that adhere to codes of ethical behavior. Shareholders derive up to fifteen times greater return from companies with a dedicated commitment to ethical conduct.

2. Focus on Ethical Conduct.

When referring to codes of behavior, the term 'ethical conduct' is more comprehensive and more meaningful than 'ethics'. The best ethical values and intentions are relatively meaningless unless they generate fair, just, and observable behaviors in the workplace. Ethical conduct focuses on demonstrated behavior-doing, not just saying.

3. Develop a Code of Ethical Conduct.

The best way to handle ethical dilemmas is to avoid their occurrence in the first place. The process involved in developing a code of ethical conduct helps to sensitize employees to ethical considerations and minimizes the likelihood that unethical behavior will occur.

4. Promote Process.

When it comes to managing ethics and, in particular, developing a code of ethical conduct, the journey is just as important as the destination. Codes, policies, procedures, and budgets are important. So, too, is the process of reflection and dialogue that produces those deliverables. Where possible use group decision making to actively involve participation in, and ownership of, the final outcome.

5. Link Ethics to Other Management Practices.

The development of a code of ethical conduct should not occur in isolation. The creation of a values statement, for example, should occur as part of a strategic planning process. A link to ethical conduct fits ideally with this process. Similarly, any discussion about personnel policies could also reflect ethical values as they apply to the organization's culture.

6. Demonstrate Ethical Practices.

The best way for an organization to gain a reputation for operating ethically is to demonstrate that behaviorthe most important way to remain ethical is to be ethical. And the best advertisement your ethics management program can have is everyone's commitment to it. Be prepared for an increase in the number of ethical issues to be dealt with. As staff becomes increasingly aware of the importance of ethics management, it is to be expected that more issues will be identified. 'The most damaging thing is for

management to come out with a code of ethics, or a value statement, and model a different type of behavior.'

7. Allocate Roles and Responsibilities.

The approach will vary according to the organization, but an appropriate structure could include the following:

- An ethics management committee, representing the entire organization, with responsibilities to include implementing and administering an ethics management program. The creation and monitoring of a code of ethical conduct would be part of that overall program.
- An ethics officer who ideally should be a senior executive but not from HR or the Legal Department. He or she must be trained in matters of ethics in the workplace and have ultimate responsibility for managing the program.
- Demonstrated involvement and support of top management. Staff and Board must see that senior management takes ethical conduct seriously.

8. Identify and Model Industry Benchmarks.

An increasing number of companies strive to match practices with espoused values. The Soul of a Business, for example, is an account of the way in which ethical considerations guided the day-to-day operations of the American company, Tom's of Maine. One of the company's stated values was its commitment to the health of the environment. The company, therefore, used glass containers instead of plastic, even though plastic was cheaper to purchase, label, and ship. Tom's of Maine was also committed to supporting its regional economy. Only when it couldn't purchase a resource in its local area would Tom's go farther afield. This demonstrated commitment to espoused values contributed to the company's growth and profitability and inspired others to follow its lead.

p) Employee career stages

Ans : Stages of Career Development in HRM: 6 Stages

Stages in Career Development – 5 Main Stages: Exploration, Establishment, Mid-Career, Late Career and Decline

Career development refers to those personal improvements which one undertakes to achieve a personal career plan. Before we discuss about career development, it will be quite in the fitness of things to first understand about the following terms which will be used while discussing about career development.

According to Keith Davis, a career is all the jobs that are held during ones working life.

Career path – A career path is the sequential pattern of jobs that form a career.

Career planning – Career planning is the process by which one selects career goals and the path to these goals.

Career goals – Career goals are the future positions one strives as a part of career.

Career management – According to French and Bell, career management is the process of designing and implementing goals, plans and strategies to enable the organisation to satisfy employee needs while allowing individuals to achieve their career goals.

Perceptions are changing fast. The way people used to view careers decades ago stands changed. The cut-throat competition, economic slowdown, globalisation and so on have led to the phenomena of downsizing, mergers, takeovers, mergers and consolidations, dual-career couples and outsourcing, all of which are responsible for the change of perception of people about careers.

Today, in countries like India, most people unlike in the past are not confined to one or a few organisations for their upward movement. They may rather move anywhere to reinvent themselves. They may not only change their organisation but also, if need be, even the trade industry or even their profession. Today, people assure their employers that they will give their best to the organisation but, in return, expect a fast-track career.

Super and Hall have pointed out the following five stages in career development:

Stage # 1. Exploration:

The exploratory stage is the period of transition from college to work, that is, the period immediately prior to employment. It is usually the period of one's early 20s and ends by mid-20s. It is a stage of self-exploration and making preliminary choices.

Stage # 2. Establishment:

This career stage begins when one starts seeking for work. It includes getting one's first job. Hence, during this stage, one is likely to commit mistakes; one has also the opportunities to learn from such mistakes and may also assume greater responsibilities. He/ she accepts job challenges and develops competence in a speculating area. He/she develops creativity and rotates into a new area after three-five years.

Stage # 3. Mid-Career:

During this stage, the performance may increase or decrease or may remain constant. While some employees may reach their goals at the early stage and may achieve greater heights, some may be able just to maintain their performance.

While the former may be called ‘climbers’, the later ones are not very ambitious though competent otherwise. During this stage, an employee tries to update himself/herself technically and develops skills in coaching others. He/she may rotate into a new job requiring new skills.

Stage # 4. Late Career:

This stage is usually a pleasant one because during this stage, the employee neither tries to learn new things nor tries to improve his/her performance over that of previous years. He/she takes advantage of and depends on his/her reputation and enjoys playing the role of an elderly statesperson. He/she may shift from a power role to one of consultation. He/she starts identifying and developing successors and may also start activities outside the organisation.

Stage # 5. Decline:

Since it is the final stage of one’s career, it ends in the retirement of the employee after putting up decades of service full of continuous achievements and success stories. As such, it is viewed as a hard stage.

q) Evolution and growth of HRM

Ans : The evolution and growth of Human Resource Management (HRM) can be traced through several key stages:

1. Personnel Administration: HRM originated as personnel administration, primarily focused on administrative tasks such as record keeping, payroll, and compliance with labor laws. The role was transactional in nature, with minimal strategic involvement.
2. Human Relations: In the early 20th century, the emphasis shifted to the importance of employee satisfaction and motivation. The human relations movement highlighted the significance of understanding and addressing employee needs to improve productivity and morale.
3. Personnel Management: During the mid-20th century, personnel management emerged as a distinct field. It emphasized the systematic management of human resources, including recruitment, selection, training, performance appraisal, and employee relations. The focus was on ensuring compliance and efficiency.
4. Human Resource Management: In the 1980s, HRM evolved further, becoming more strategic and integrated with organizational goals. It encompassed a broader range of functions, including strategic planning, talent management, organizational development, and employee engagement. HRM professionals became strategic partners in guiding organizational success.
5. Strategic HRM: This stage brought HRM to the forefront of organizational decision-making. Strategic HRM aligns HR practices and initiatives with overall business strategies to create a competitive advantage. HR professionals collaborate with top management, contribute to strategic planning, and drive organizational change and innovation.

6. HR Analytics and Technology: With advancements in technology and the availability of data, HRM has increasingly utilized analytics to make data-driven decisions. HR analytics enables organizations to measure and optimize HR practices, assess workforce productivity, identify trends, and predict future needs. Technology has also transformed HRM processes, such as recruitment, onboarding, performance management, and employee self-service.
7. Employee Experience and Well-being: In recent years, there has been a growing recognition of the importance of employee experience and well-being in HRM. Organizations are focusing on creating positive work environments, fostering employee engagement, promoting work-life balance, and prioritizing employee mental and physical health.

r) Laws for discriminatory practices

Ans : Laws addressing discriminatory practices in Human Resource Management (HRM) vary by country and jurisdiction. Here are some key laws commonly implemented to prevent discrimination in HRM:

1. Equal Employment Opportunity (EEO) Laws: Many countries have EEO laws that prohibit discrimination based on characteristics such as race, color, religion, sex, national origin, age, disability, or genetic information.
2. Anti-Discrimination Laws: These laws specifically target discrimination in various forms, including hiring, promotion, pay, training, benefits, and termination. They aim to ensure fair treatment of individuals and prevent discrimination based on protected characteristics.
3. Equal Pay Laws: Equal pay legislation addresses gender-based pay disparities, requiring employers to provide equal compensation to employees performing substantially similar work, regardless of gender.
4. Affirmative Action Laws: Some countries have affirmative action laws or policies designed to promote equal opportunities for individuals from historically disadvantaged groups. These policies often involve implementing specific measures to increase representation and participation of these groups.
5. Age Discrimination Laws: These laws protect individuals from discrimination based on age, ensuring that employers do not discriminate against employees or job applicants due to their age.
6. Disability Discrimination Laws: Legislation exists to protect individuals with disabilities from discrimination in employment. These laws often require employers to provide reasonable accommodations to enable individuals with disabilities to perform their job duties.
7. Sexual Harassment Laws: Laws address sexual harassment in the workplace, making it unlawful and providing remedies for victims. Employers are typically required to

- establish policies and procedures to prevent and address instances of sexual harassment.
8. Family and Medical Leave Laws: These laws provide employees with the right to take leave for specific family or medical reasons, without facing discrimination or adverse consequences.

It's important to note that specific laws and their scope can vary by jurisdiction. It is advisable to consult local labor laws and regulations for a comprehensive understanding of anti-discrimination practices in HRM in a particular region.

s) Industrial relations

Ans : Introduction : Industrial relation is not a very new concept but it has become one of the most delicate and complex problem of modern Indian society. Industrial Progress is impossible without labour management cooperation and industrial harmony. The concept of Industrial relation has a wide meaning and connotation. In the narrow sense, the term "Industrial Relation" refers to the nature of relationship between the employers and employees in an Industrial enterprise. In the broad sense, industrial relation refers to all types of relationship between all the parties concerned with the industry. **Examples are:**

- Individual relations
- Relationship between employers and workers at the place of work or workers participation in management.
- Collective bargaining
- Trade union
- Machinery for settlement of industrial disputes
- Unfair labor practices
- Individual grievance and disciplinary policy and practice.
- Industrial relation training.
- State participation in industrial Relation.

Another related term is 'employee relations' or 'human relation'.

Meaning and Definition of Industrial Relation (IR):

The term "Industrial Relation" refers to all types of relationship between all the parties concerned with industry. **According to Encyclopaedia Britannica**, it denotes relations of all

those associated in productive work, including industry, agriculture, mining, commerce, finance, transport and other services.

Its scope includes three rarely distinct areas:

- Relations between managers and individual workers.
- The collective relations between employers and labor (trade) union.
- The role of government in the regulation of these relationships.

These three closely associated areas are often referred to respectively as

- Personnel Management
- Collective Bargaining
- Labor Legislation

Parties involved in industrial relations:

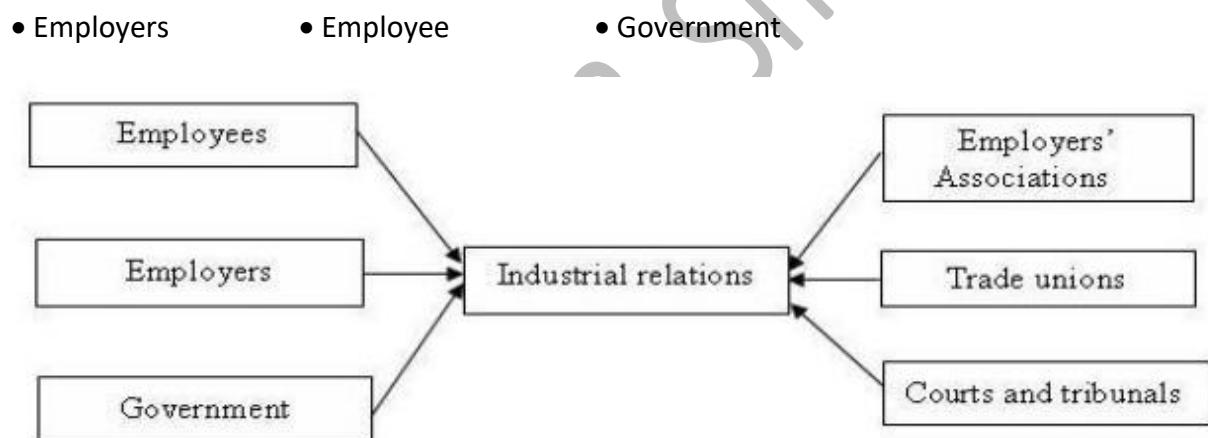


Figure 11.1

Significance of Good Industrial Relations :

1. Industrial Peace: Good industrial relations bring harmony and remove causes of disputes. This leads to industrial peace, which is an ideal situation for an industrial unit to concentrate on productivity and growth.

2. High Morale: Cordial industrial relations improve the morale of the employee. It implies the existence of an atmosphere of cooperation, confidence, and respect within the enterprise. In such an atmosphere, there are common goals, which motivate all members of the organization to contribute their best. Consequently, there is higher productivity, higher income, and increased job satisfaction – all resulting in higher morale of the workforce.

3. Mental Revolution: Sound industrial relation completely transforms the outlook of employers and employee. It is based on consultation between the workers and the management. This motivates the workers to give their best to the organization and share the fruits of progress jointly with the management.

4. Reduced Wastage and Increased Productivity: It helps in increasing production. Wastage of man, material and machines are reduced to the minimum and thus national interest is protected. Thus, they will contribute to the economic growth of the countries.

5. Programmes for Workers Development: New programmes for workers development are introduced in an atmosphere of peace such as training facilities, labor welfare facilities etc. Hence, full advantage of latest inventions, innovations and other technological advancement can be obtained. Through these employee development programme, workforce easily adjust itself to required changes for betterment.

t) Mentoring and coaching

Ans : MENTORING : Mentoring is an ongoing relationship that is developed between a senior and junior employee. Mentoring provides guidance and clear understanding of how the organization goes to achieve its vision and mission to the junior employee.

The meetings are not as structured and regular than in coaching. Executive mentoring is generally done by someone inside the company. The executive can learn a lot from mentoring. By dealing with diverse mentee's, the executive is given the chance to grow professionally by developing management skills and learning how to work with people with diverse background, culture, and language and personality types.

Executives also have mentors. In cases where the executive is new to the organization, a senior executive could be assigned as a mentor to assist the new executive settled into his role. Mentoring is one of the important methods for preparing them to be future executives. This method allows the mentor to determine what is required to improve mentee's performance. Once the mentor identifies the problem, weakness, and the area that needs to be worked upon, the mentor can advise relevant training. The mentor can also provide opportunities to work on special processes and projects that require use of proficiency.

Some key points on Mentoring

- Mentoring focus on attitude development
- Conducted for management-level employees
- Mentoring is done by someone inside the company
- It is one-to-one interaction

- It helps in identifying weaknesses and focus on the area that needs improvement

COACHING : Coaching is one of the training methods, which is considered as a corrective method for inadequate performance. According to a survey conducted by International Coach Federation (ICF), more than 4,000 companies are using coach for their executives. These coaches are experts most of the time outside consultants.

A coach is the best training plan for the CEO's because

- It is one to one interaction
- It can be done at the convenience of CEO
- It can be done on phone, meetings, through e-mails, chat
- It provides an opportunity to receive feedback from an expert
- It helps in identifying weaknesses and focus on the area that needs improvement

This method best suits for the people at the top because if we see on emotional front, when a person reaches the top, he gets lonely and it becomes difficult to find someone to talk to. It helps in finding out the executive's specific developmental needs. The needs can be identified through 60 degree performance reviews.

Procedure of the Coaching

The procedure of the coaching is mutually determined by the executive and coach. The procedure is followed by successive counseling and meetings at the executive's convenience by the coach.

1. Understand the participant's job, the knowledge, skills, and attitudes, and resources required to meet the desired expectation
2. Meet the participant and mutually agree on the objective that has to be achieved
3. Mutually arrive at a plan and schedule
4. At the job, show the participant how to achieve the objectives, observe the performance and then provide feedback
5. Repeat step 4 until performance improves

For the people at middle level management, coaching is more likely done by the supervisor; however experts from outside the organization are at times used for up and coming managers. Again, the personalized approach assists the manager focus on definite needs and improvement.