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**Assignment No” Seven**

Questions

Q1

1. Distinguish between training and development. Discuss how training is important for maintaining employee motivation and improving organization efficiency. Critically evaluate the significance of training employee in present day environment

Training is a program organized by the organization to develop knowledge and skill in the employee as per the requirement of the job.

Development is an organization activity in which the manpower of the organization learn and grow it is a self-assessment cat. Development is the training process for the existing employees for their all-round development.

How is the training important for maintaining employee motivation…?

Before employers can make decisions regarding leading, training, personnel and employee investment, they must believe that improving employee self-worth is valuable. This believe can come from a range of source. Before assessing training costs, mangers must ask themselves, will training and development lead to success, and will it improve individual performance?. However, the time and cost of developing training, motivating employees through facilitation and focusing on personal development can create a setback.

* Self-worth: employees may develop a low self-worth through reinforcing feelings of inadequacy and negative talk or actions. A vicious cycle may occur that can spiral out of control if left unchecked by themselves or others. HR and line mangers have the responsibility to ensure that their workplace done not suffer from low self-worth, especially given that their feelings can impact their actions. A business filled with people eager to learn and develop is a sure that a company hired well or has the ability to motivate and develop employees.
* Understanding what motivates employees: understanding and motivating employees is a key to increasing self-worth in the workplace. Training can help employees understand how their work fits into their company’s structure, mission and goals. Employee often become more motivated when they understand how their work matters. However, training on core skill may not be the same as motivational training. Employees often know as well as or better than managers when their work processes or productivity could be better. In many cases, they are missing the tools or education to achieve their potential. Training, particularly for departments and teams, can improve work quality and outcomes. As results, employees feel happier in their work, more excited about the prospect of success and develop a higher self-worth. (Tanner, 2017)

Q2.

Distinguish between induction and training highlighting any three advantages of on the job training

* Induction: the induction process follows on from the interview and helps to set the tone of the relationship. Induction can either assist in establishing a good long-term working relationship or set the worker up to fail from the start. An induction is time to:
* Set your level of expectation of the role
* Clarify any ambiguity and misunderstanding of the role could lead to poor performance. Unsafe working practices and reliability
* Be clear that about who has the authority to make decisions
* Deal with all the paperwork required for payroll.
* Look at the practices issues like safe working practices, avenues for the people you employ to express a disagreement or to make complaint.
* Training: it is good idea to review worker’s performance or abilities regularly to see they are meeting your expectations. Do they need further training from other staff? Outside training opportunities or time to practices skills. A review is a good time to discuss whether the current role is meeting your needs or if the role description needs to be adjusted in any way. Successful training would involve a variety of approaches to make into account people’s different learning styles, consider actual demonstrations of how to do particular takes, supervision and mentoring as well as providing training videos and articles to read, ask for feedback and review what training people might need as circumstances change.

Advantages of on the job training:

1. Easily applicable: no more wasted time for employees paging their through a dusty manual. No more scattershot approaches to designing training courses. On-the-job training is specific and focused module; they can use just-in-time online learning to locate courses they have already competed on their devices. Employees will also appreciate the ability to get to important information quickly without paging through PowerPoint slides or calling multiple people in the company for help.
2. Saves time: time is a precious commodity for both employers and employees, and one of the best advantages of on-the-job training is that it delivers information when and where your employees need it most. If your company is managing a large construction project that is under ever-changing codes and zoning laws, you can wrap that area in a [geofence](https://www.edgepointlearning.com/blog/geofencing/). Once employees pass into that area, a push notification lets them know if there are any changes, they need to be aware of. This keeps you in compliance with the law, but it also shows employees that their time is valuable, too. No changes for the day? Then there is no training needed. A geofence can be set for as little as 250 feet, so it is good for hospital or university complexes, too. This type of micro learning is an ultra-efficient and effective way to integrate on-the-job training into an employee’s day, making the best use of their time (and your resources).
3. Gives you flexibility: your employees will not need all of the information all of time. They also will not need it in the same format. With much different type of eLearning tools available, you can choose the ones that make the best sense for you and your employees.

Q3.

Successful organizations make deliberate effort to forecast their human resource needs. Explain five reasons for this effort.

* Using an Organization Chart: One of the most basic forecasting tasks for a human resources manager is the creation and maintenance of a company’s organization chart. If your business uses a flat organizational structure consisting of a few key employees who work directly with you, it is a good idea to create a chart that shows how your company will be organized a year or two down the road. You might begin adding departments, such as accounting, marketing, sales and human resources, each of which requires a department head and multiple employees. An organization chart helps you hire proactively and avoid ending up with employees who do not fit in to your future organization.
* Production and Scheduling: If you make a product, your labor needs change as sales rise and fall. Your human resources manager should keep in close touch with your sales manager to be aware of any spikes or declines in sales that affect your labor needs. This prevents falling behind on order fulfillment or paying idle workers. A simple example of labor forecasting is a restaurant that has nights with many bookings and large parties and other nights when few diners make reservations. The manager forecasts the restaurant’s wait staff, bar and kitchen needs. At a factory, the sales, production and human resources managers work together to address seasonal spikes, large orders or the loss of a major customer or retailer.
* Forecasting and Succession Planning: Human resources forecasting helps you avoid long-term holes in your staffing needs by keeping on top of which of your employees might be retiring, leaving or asked to leave. Using this information, your HR manager plans to fill these holes with internal staff or prepares for a quick recruiting effort. As you receive the results of your staff forecasting, prepare your coordinators to move up to manager positions one day and your managers to make the move to directors, if possible. Lower-level staff cannot fill some positions because they require specific degrees or certifications, but internal employees might best fill some positions. Add employee training to your human resources efforts to prepare key staff to rise within the organization as staff members need to be replaced
* Budgeting Based on Future Staffing Levels: In addition to forecasting labor needs, human resources forecasting helps you plan budgets based on your future staffing levels. For example, demand forecasting might show a need for more seasonal workers. An HR review might determine the best way to handle this is with part-time workers or paying overtime to current employees. If your labor needs will not change next year, you might still have increased employee costs based on annual raises and benefits increases. Your HR manager forecasts your personnel costs each year to help with your budgeting.

Q4.

Explain five reasons why inadequate staff training may contribute to low organizational productivity.

1. Unhappy Employees and High Turnover: Employees are interested in performing their jobs well to advance the company, feel a sense of pride for a job well done and advance to higher positions. When there is no training, employees do not understand how to do their jobs and none of these goals are possible. This leads to low morale among workers, which results in employee turnover. A company with a reputation for high employee turnover is also unattractive to potential job candidates.
2. Low Rates of Production: The rate of production is low when employees do not know enough to perform their jobs confidently. To save time, employers often delegate the task of training to employees who have been on the job longer. However, many times, these employees are not given extra time to do so; they still need to complete their own work. Therefore, they rush through the training, or leave it up to the new employee to ask questions. Unskilled employees could spend considerable time seeking help to perform their jobs or they could perform tasks to their understanding, to the detriment of the work process. This could lead to errors and work needing to be repeated or corrected. When more experienced employees spend time monitoring unskilled workers, it detracts from their work and affects their production as well.
3. Unsafe Work Environment: The Occupational Safety and Health Administration states that untrained workers are more susceptible to injuries. This happens when workers lack the knowledge and skills required to use equipment and supplies safely. The problem could be fatal in work environments that contain heavy-duty machinery and hazardous materials. It is not enough to have established procedures and protocols for activities that involve potential safety risks. Employees must receive training on the appropriate procedures and how and when to use them. Supervisors need to ensure that all employees understand the protocols and demonstrate that they can follow them routinely.
4. Ineffective Staff Management: When managers are not adequately trained, it affects the entire company. A manager who is new to his role needs training in how to manage people, delegating work, resolving conflicts between employees, motivating his staff, and adapting to changes within the company. Employees look to management to solve these issues and become disillusioned when it is lacking. Their morale dips and they do not care as much about their work or productivity. Very often, the employees leave the company, while the ineffective manager stays on, but still does not receive the training that could help him evolve into an excellent supervisor.
5. Increased Business Expenses: A company that does not train its staff can expect an increase in a wide range of expenses, such as:

* The cost of medical attention for staff because of injuries sustained from unskilled use of equipment and supplies;
* Compensation to customers for defective products;
* The cost of defending the company against lawsuits from employees who feel their injury was the result of inadequate training, from outsiders injured while visiting the company, or from consumers who purchased faulty products. (Amo, 2019)

Q5.

Distinguish between the following terms as used in human resource management

1. General management and human resource management

* Human resource management focuses on acquisition, development, motivation and maintenance of human resources in the organization Human resource management is a modern approach of managing people and their strengths in the organization.
* Personnel management is a traditional approach of managing people in the organization. Personnel management focuses on personnel administration, employee welfare and [labor relation](http://accountlearning.blogspot.com/2013/03/concept-and-meaning-of-labor-relations.html)

1. Recruitment and Selection:

Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization. The basic purpose of recruitment is to create a talent pool of candidates to enable the selection of best candidate for the organization, by attracting more and more employees to apply in the organization.

Selection involve the series of steps by which the candidate are screened for choosing the most suitable person for vacant posts. The basic purpose of selection process is to choose the right candidate to fill the various position in the organization. (Chebrolo, 2015)

1. Succession planning and Human resource planning
2. Job design and Job Analysis

Job Analysis: is the process that identifies tasks, duties, responsibilities, required, qualifications, skills etc. For an individual for a job. Job analysis is done for recruitment, to evaluate the employee need of training and evaluation. On the other hand, job design is allocation of tasks to an employee or group of employees in an organization. Job design determent those job, tasks, responsibilities, and employee (group) have to perform.

Job design: job design and job analysis differs not only on their purpose of creation but also on their timing of performing. That means job design is performed before job analysis. Job analysis is performed when new job is created or job nature and method is changed due to change in technology or requirements, job design mainly forces on work division and effective performance of tasks and job completion whereas job analysis is about effective and appropriate selection of candidates. Job design attempts to implement the available manpower effectively and efficiently but job analysis deals with the require skills qualification of employees who are to be assigned tasks. Job analysis covers wide range of information viz. job descriptions, job specification, job design, recruitment and selection process, and compensation and remuneration employee. Job analysis defines about evaluation of employees too. Job design deals with business objective and structuring work. (Bajagain, 2015)

1. Job evaluation and employee evaluation

Job evaluation: if your organization is seeking to understand whether a task or position is need, you will need to perform a job evaluation in a job evaluation; your company will look at the value of job characteristics within a position and determine if they remain relevant to achieving your firm’s changing needs and goals. Valuable employees in position that are eliminated may be p ousted elsewhere if the company still has use for them. The results of a job evaluation will likely be one of five options. The elimination of the position or task within position. The retraining of a position with no change, the merging of two or more positions. The addition of a position or task within a position, or a complete overhaul of a positions job descriptions.

Employee evaluation: employee evaluation also judge productivity within the business, but from a different perspective. Employee evaluation analyze an individual’s performance within the organization in an employee evaluation, managers may choose to observe the employee, ask the employee to recorded his progress towards a goal, tell the employee to recorded his time and daily tasks or converse with the employee in a group or one on one setting. The result of the evaluation will likely be either a promotion, the retention of the employee, a cut or demotion, or the firing of the individual. (Manuel, 2019)

Q6.

Explain the usefulness of having job description in the organization.

* *They define the position for the organization, for potential applicants, and legally.* If there's any question about whether a staff member is actually doing her job, or being asked to perform duties that have nothing to do with her position, the job description should clarify the situation. It should also make it clear who is ultimately responsible for specific tasks or areas
* *They give potential job applicants a sense of whether they should apply for the job.* The clearer you can be about the requirements, duties, and responsibilities of the job and what kind of person you're looking for, and the better you can represent these in your advertising for the job, the less time you'll have to spend reading applications from inappropriate candidates.
* *The act of developing job descriptions and selection criteria forces you to clarify your thinking about the position, the kind of person you want for it, and the organization itself.* Organizations often have to include job descriptions in proposals for newprograms or positions. Sometimes, the act of composing the job descriptionchanges the whole course of the proposal, as people realize that they can use aposition in ways they had not considered, or that what they had originallyconceived was, in fact, unworkable. A job description can sometimes serve todefine a whole program.
* *Having a clear job description and selection criteria will help you write the copy to advertise the position, and will make the interviewers' task easier as well.* Ifinterviewers have a clear understanding of the tasks of the position, they can bemuch clearer about how to find out whether an interviewee can perform thosetasks.
* *Most important, a clear job description and selection criteria make it more likely, that you will hire the best person for the job.* If you know exactly the person you're lookingfor, and have a distinct picture of what you want her to do, you're much morelikely to find her than if you're simply hoping someone good will turn up.

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