

**BCH 201**  
**HUMAN RESOURCE MANAGEMENT**  
**SYLLABUS**

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**Development of Human Resource Management.**

**Contribution of Industrial Psychology.**

**Organization of Human Resource Department,**  
**Human Resource Policies.**

**Procurement: Human Resource Planning – Quantitative and qualitative dimensions**  
**Job Analysis, Job descriptions and Job specifications.**

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## Unit I

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Development of Human Resource Management.**

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### INTRODUCTION

Henry Fayol the pioneer in the field of management states “Take out my building, take out my machines and all capital but leave my men with me, I will become Henry Fayol again”. This statement of Henry Fayol highlights that human resources in an organization plays a crucial role. The Human Resource represents the ‘people at work’. The human resource refers to the knowledge, skills, abilities, values, aptitude & beliefs possessed by the workforce in organization.

**HUMAN RESOURCE MANAGEMENT:** HRM is a process of bringing people & organization together so that the goals of each are met. It is the part of the management process which is concerned with the management of human resources in an organization & tries to secure best from the people by winning their wholehearted cooperation. In short, it may be defined as the art of procurement, developing and maintaining a competent workforce to achieve the goals of an organization in an effective and efficient manner.

**HUMAN:** refers to the skilled workforce in an organization.

**RESOURCE:** refers to limited availability or scarce.

**MANAGEMENT:** refers to how to optimize and make best use of such limited or scarce resources so as to meet the organization goals and objectives.

### DEFINITIONS:

1. According to Edwin Flippo: HRM is planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance & separation of human resources to the end so that individual, organizational & social objectives are achieved.

2. HRM is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness benefits, employee motivation, communication, administration & training.

3. HRM is the process of attracting, developing & maintaining a talented & energetic workforce to support organizational mission, objectives & strategies.

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## **NATURE OF HRM:**

1. Pervasive Function: HRM is present in all the enterprises.
2. Action oriented: Scope of HRM is not only limited to record keeping.
3. Individually oriented
4. People-Oriented: HRM is all about people at work, both as individuals and groups
5. Future oriented
6. Development-Oriented: HRM intends to develop the full potential of employees.
7. Integrated Function: Build relations between people working at various levels in the organization.
8. Comprehensive function: It covers all the types of personnel.
9. Auxiliary service: It is a staff function(Advice)
10. Inter-Disciplinary Function: Utilizing knowledge and inputs drawn from psychology, economics etc.
11. Management function: Helps in achieving goals i.e. individual, organizational & social objectives.
12. Involves team spirit & team work
13. Continuous Function: HRM is not a one shot deal.

## **OBJECTIVES OF HRM-**

- Human capital: assisting the organization in obtaining the right number and types of employees to fulfill its strategic and operational goals.
- To develop 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.
- 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.
- To Promote Harmony: Helping to establish and maintain a harmonious relationship between employer/employee.
- Helping to create and maintain a safe and healthy work environment.
- Developing programs to meet the economic, psychological, and social needs of the employees and helping the organization to retain the productive employees.
- 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.
- To provide organization with well-trained and well-motivated employees.
- To increase the employee's satisfaction and self-actualization.
- To develop and maintain the quality of work life.
- To communicate HR policies to all employees.
- To help maintain ethical policies and behaviour.

**FUNCTIONS OF HRM:** The functions of HRM can be broadly classified into two categories:

1. Managerial Functions
2. Operative Functions
3. Advisory Functions

**(I). MANAGERIAL FUNCTIONS:**

**i. Planning:** In the area of human resource management planning involves deciding human resource goals, planning human resources, requirements, recruitment, selection, training etc.

**ii. Organising:** It is concerned with proper grouping of personnel activities, assignment of duties and delegation of authority.

**iii. Directing:** It involves the process of motivating, leading, supervising, activating and guiding the personnel as and when necessary.

**iv. Controlling:** It involves measurement of employees performance & taking corrective action.

**(II). OPERATIVE FUNCTIONS:**

Operative functions are related to specific activities of personnel management through:

1. Procurement or Employment function
2. Development function
3. Compensation Function
4. Integration Function
5. Maintenance

**1) Procurement or employment function:** Employment is concerned with securing & employing the right kind and proper number of people required to accomplish the organizational objective. It consists of the following activities:

- a. Job Analysis: It is the process of studying in detail the operations and responsibilities involved in a job.
- b. HR Planning
- c. Recruitment
- d. Selection
- e. Placement
- f. Induction or orientation
- g. Transfer, Promotion & Demotion
- h. Discharge & Separation

**2) Development Function:** It is the process of improving, molding & changing the skill, knowledge, creativity, attitude, values, commitments etc. of employees so that they can perform the present and future jobs more effectively. It includes:

- a. Performance appraisal and potential appraisal
- b. Training
- c. Management Development: It is the process of developing managerial talent through appropriate programmes.
- d. Career Planning and Development: It involves planning the career of employees and implementing career plans so as to fulfil the career aspiration of employees.

**3) Compensation Function:** It is the process of providing adequate equitable & fair remuneration to the employees. It includes:

- a. Job Evaluation: It is the process of determining the relative worth of a job.
- b. Wage & salary administration: It implies developing and operating a suitable wage and salary programme.
- c. Bonus & incentives
- d. Fringe Benefits: These are the various extra benefits provided to employees in addition to the compensation paid in the form of salary or wage. Ex .Recreation facilities, Education facility to children etc.
- e. Social Security Measures: Ex. Medical benefits, sick benefits, maternity benefits etc.

**4) Integration Function:** It is the process of integrating the goals of an organization with employees goals through various employee oriented programmes. It includes

- a) Grievances handling,
- b) Instituting proper disciplinary measures,
- c) Employee participation
- d) Communications
- e) Counseling
- f) Collective Bargaining
- g) Discipline
- h) Conflict Management
- i) Quality of Work Life
- j) Industrial Relations

**5) Maintenance:** It is concerned with perpetuating a willing and able workforce. It involves protecting and promoting the physical and mental health of employees. It includes – a. Health and Safety

- b. Medical Services
- c. Protection and Security
- d. Social Security
- e. Compliance with Labour Laws
- f. Employee Benefits and Services
- g. Personnel Research
- h. Personnel Records.

### **III) ADVISORY FUNCTIONS**

- 1) Service Provision
- 2) Advice and Guidance to Line Managers
- 3) Staff Role-Advice, Counsel, and Recommendation to Top Management
- 4) Support and Assistance
- 5) Line Functions
- 6) Coordinate Function
- 7) Innovative Function
- 8) Employee Advocacy Role and Function

## SCOPE OF HUMAN RESOURCE MANAGEMENT

### 1. Personnel Aspect

- **Human Resource Planning**– It is the process by which the organization identifies the number of jobs vacant.
- **Job Analysis and Job Design**– Job analysis is the systematic process for gathering, documenting, and analyzing data about the work required for a job. Job analysis is the procedure for identifying those duties or behavior that defines a job.
- **Recruitment and Selection**– Recruitment is the process of preparing advertisements on the basis of information collected from job analysis and publishing it in the newspaper. Selection is the process of choosing the best candidate among the candidates applied for the job.
- **Orientation and Induction**– Making the selected candidate informed about the organization's background, culture, values, and work ethics.
- **Training and Development** – Training is provided to both new and existing employees to improve their performance.
- **Performance Appraisal**– Performance check is done of every employee by Human Resource Management. Promotions, transfers, incentives, and salary increments are decided on the basis of employee performance appraisal.
- **Compensation Planning and Remuneration**– It is the job of Human Resource Management to plan compensation and remunerate.
- **Motivation**– Human Resource Management tries to keep employees motivated so that employees put their maximum efforts in work.

2. **Welfare Aspect** – Human Resource Management have to follow certain health and safety regulations for the benefit of employees. It deals with working conditions, and amenities like - canteens, crèches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.

3. **Industrial Relation Aspect** – HRM works to maintain co-ordinal relations with the union members to avoid strikes or lockouts to ensure smooth functioning of the organisation. It also covers - joint consultation, collective bargaining, grievance and disciplinary procedures, and dispute settlement.

## IMPORTANCE OF HRM

<ul style="list-style-type: none"><li>❖ Important Task of Management</li><li>❖ Achievement of Enterprise Goals</li><li>❖ Realization of Intrinsic Abilities</li><li>❖ Satisfaction from Work</li><li>❖ Nervous System of the Organization</li><li>❖ Effectiveness and Economy of Operation</li><li>❖ Basis of Success</li><li>❖ Performs the Toughest Job: Dealing with the Human Beings</li></ul>	<ul style="list-style-type: none"><li>❖ Managerial Necessity</li><li>❖ Twofold Role</li><li>❖ Overcoming Competition</li><li>❖ Managing Environment</li><li>❖ Utilization of Human Resources</li><li>❖ Building Team Work</li></ul>
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## ISSUES AND CHALLENGES IN HRM

**1. Globalization-** Globalization is a process by which a business firm or organization starts operating on an international scale, creating international influence. Internationalization of firms is obviously a **Sign of Success** but it is a challenge at the same time because globalization invites issues related to unknown language, laws, work ethics, attitudes, management approach, culture and tradition.

**2. Workforce diversity-** The composition of the workforce is getting diverse at present situation. Here diversity is not only created by age, gender, educational background and religion but also by the nature, personality and background of workers.

**3. Recruiting new staff-** Companies sometimes need to recruit new talent for various reasons such as an increase in project scope, operations. While recruiting, HRM faces major challenges i.e. selecting the best candidate and making the hired candidate familiar with the environment and culture.

**4. Increase in the size of work force:** With the increase in the size of the organization and emergence of the multinational companies, the no. of people working in the organization has also increased. The management of this increased workforce is the challenge for the human resource manager.

**5. Advancement in technology-** With rapid advancement in technology, companies nowadays require such human force that has the ability to learn and cope with the changes at an opportune moment. Technological changes influence overall nature of work and the company will need to find out employees that are capable to adjust with the change. During this process, unemployment, as well as employment opportunities arises, creating new challenges for HRM.

**6. Increase in the education level:** Technological progress and spread of educational institutions have increased the level of the education and made the employees more mobile, they are more aware of their rights and high level needs. Hence there is a challenge of HRM to develop appropriate policies, motivational techniques for these workers.

**7. Downsizing-** Downsizing means reducing the strength of employees through planned elimination of positions and jobs. Because of global competition most of the companies want to reduce costs and be competitive.

**8. Exit policy-** It means the policy regarding the retrenchment of the surplus labour force resulting from restructuring of industrial units and workers displaced by the closure of sick units. Exit may become necessary due to strategic reasons, financial constraints and environmental changes.

**9. VRS stands for voluntary retirement scheme-** Whereby an employee is offered to voluntarily retire from services before the retirement date. The scheme allows companies to reduce the strength of employees. It can be implemented by both the public and private sectors. VRS is also known as '**Golden Handshake**'

**10. Empowerment of Employees:** Empowerment involves giving the employees more information and control over how they perform their jobs. Various techniques of empowerment range from participation in decision making to the use of self-managed teams. Empowerment would be all the more necessary to speed up the process of decision-making, make use of environmental opportunities and to serve the

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customers and society better.

**11. Recruiting new staff-** Companies sometimes need to recruit new talent for various reasons such as an increase in project scope, operations. While recruiting, HRM faces major challenges i.e. selecting the best candidate and making the hired candidate familiar with the environment and culture.

**12. Retention-** Hiring employees is not only the challenge that HRM faces; retaining them is also one. Retention of employees is essential to minimize employee turnover rate. This is a major challenge for HRM because of following reasons:

**i. Contingent workforce-** The contingent workforce includes part-time, temporary contract and work-at-home employees. Maintaining such employees in the company is a challenge because they are less attached to the company. So it becomes a major duty of HRM to make such employees feel that they are a part of the company in order to retain them for a long term.

**ii. Demand of expert employees-** Personnel with greater professional and technical knowledge are highly demanded in the job market as such employees have the ability to keep their company ahead in the race. Such employees are an invaluable asset for any company and HRM should focus on maintaining them.

**iii) Training** - Skilled workers are the key to the smooth functioning of the organization. Therefore, HRM should manage on-site (within the workplace) as well as off-site (outside the workplace) job training for employees.

### EVOLUTION OF HRM

The evolution of the concept of Human Resource Management is presented below-

**Period before industrial revolution** – The society was primarily an agricultural economy with limited production. Number of specialized crafts was limited and was usually carried out within a village or community with apprentices assisting the master craftsmen. Communication channels were limited.

**Period of industrial revolution (1750 to 1850)** – Industrial revolution marked the conversion of the economy from agriculture based to industry based. Modernization and increased means of communication gave way to industrial setup. A department was set up to look into workers' wages, welfare and other related issues. This led to emergence of personnel management with the major task as

- Worker's wages and salaries
- Worker's record maintenance
- Worker's housing facilities and health care

An important event in the industrial revolution was the growth of the Labour Union (1790) – The workers working in the industries or factories were subjected to long working hours and very less wages. With growing unrest, workers across the world started to protest and this led to the establishment of Labour unions. To deal with labour issues at one end and management at the other, the Personnel Management department had to be capable of politics and diplomacy, thus the industrial relation department emerged.

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**Post Industrial revolution** – The term Human resource Management saw a major evolution after 1850. Various studies were released and many experiments were conducted during this period which gave HRM altogether a new meaning and importance.

A brief overview of major theories released during this period is presented below

**Frederick W. Taylor gave principles of scientific management (1857 to 1911)** led to the evolution of scientific human resource management approach which was involved in

- Worker's training
- Maintaining wage uniformity
- Focus on attaining better productivity.

**Hawthorne studies, conducted by Elton Mayo & Fritz Roethlisberger (1927 to 1940)**– Observations and findings of Hawthorne experiment shifted the focus of Human resource from increasing worker's productivity to increasing worker's efficiency through greater work satisfaction.

**Douglas McGregor Theory X and Theory Y (1960) and Abraham Maslow's Hierarchy of needs (1954)**– These studies and observations led to the transition from the administrative and passive Personnel Management approach to a more dynamic Human Resource Management approach which considered workers as a valuable resource.

As a result of these principles and studies, Human resource management became increasingly a line management function, linked to core business operations. Some of the major activities of HR department are listed as

- Recruitment and selection of skilled workforce.
- Motivation and employee benefits
- Training and development of workforce
- Performance related salaries and appraisals

**(1) The Commodity Concept:** Before industrial revolution, the guild system was the beginning of personnel management. The Guild was concerned with selecting, training, rewarding and maintaining the workers. Labour began to be considered a commodity to be bought and sold.

**(2) The Factor of Production Concept:** Employees were considered a factor of production just like land, materials, machinery. Taylor's scientific management stressed proper selection and training of employees so as to maximise productivity.

**(3) The Paternalistic (Trade Unions) Concept:** Employees organized together on the basis of their common interest and formed trade unions to improve. Also employers began to provide schemes to workers. Employers assumed a fatherly and protective attitude towards their employees.

**(4) The Humanitarian Concept:** It is based on the belief that employees had certain absolute rights as human beings and it is the duty of the employer to protect. It generated considerable interest in human problems of work place. This is also known as human relations concept.

**(5) The Behavioral Human Resource Concept:** It aimed at analyzing and understanding human behavior in organization. Motivation, group dynamics, organizational climate, organizational conflict etc.

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became popular under this concept. Employees began to be considered as valuable assets of an organization. Efforts were made to integrate employee with the organization so that organizational goals and employees aspirations could be achieved simultaneously.

**(6) The Emerging Concept:** Now employers are considered as partners in industry. They are given shares in the company's stock membership. Slowly and steadily, HRM is emerging as a discipline

### HR PLANNING

**Man Power Planning in other words called Human Resource Planning** is concerned with the planning the future manpower requirements of the organisation. A Human Resource manager ensures that the company has the right type of people in the right number at the right time and place, who are trained and motivated to do the right kind of work at the right time.

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.

Human Resource planning is the process by which a management determines how an organisation should move from its current manpower position to its desired manpower position.

### DEFINITIONS OF HUMAN RESOURCE PLANNING-

According to Coleman, Human Resource Planning is “the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organisation”.

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”

### 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.

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- **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 is and what potential manpower problems require current action. This leads to more effective and efficient performance.

### **OBJECTIVES OF HR PLANNING**

- The major objectives of Human Resource Planning in an organisation are to.
- Ensure optimum use of human resources currently employed.
- Avoid imbalances in the distribution and allocation of human resources.
- Assess or forecast future skill requirements of the organisation's overall objectives.
- Provide control measures to ensure availability of necessary resources when required.
- Control the cost aspect of human resources.
- Formulate transfer and promotion policies.
- A series of specified reasons are there that attaches importance to manpower planning and forecasting exercises. They are elaborated below:
  - ❖ To link manpower planning with the organizational planning
  - ❖ To determine recruitment levels.
  - ❖ To anticipate redundancies.
  - ❖ To determine optimum training levels.
  - ❖ To provide a basis for management development programs.
  - ❖ To cost the manpower.
  - ❖ To assist productivity bargaining.
  - ❖ To assess future accommodation requirement.
  - ❖ To study the cost of overheads and value of service functions.
  - ❖ To decide whether certain activity needs to be subcontracted, etc.

### **NEED FOR HRP IN ORGANIZATIONS**

- **Employment-Unemployment Situation:** Though in general the number of educated unemployment is on the rise, there is acute shortage for a variety of skills. This emphasizes the need for more effective recruitment and employee retention.
- **Technological Change:** The changes in production technologies, marketing methods and management techniques have been extensive and rapid. Their effect has been profound on the job contents and job contexts. These changes have caused problems relating to redundancies, retention and redeployment. All these suggest the need to plan manpower needs intensively and systematically.
- **Demographic Change:** The changing profile of the work force in terms of age, sex, literacy, technical inputs and social background has implications for HRP.
- **Skill Shortage:** Unemployment does not mean that the labour market is a buyer's market. Organizations generally become more complex and require a wide range of specialist skills that are rare and scarce. A problem arises in an organization when employees with such specialized skills leave.
- **Governmental Influences:** Government control and changes in legislation with regard to affirmative action for disadvantaged groups, working conditions and hours of work, restrictions on women and

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child employment, casual and contract labour, etc. have stimulated the organizations to be become involved in systematic HRP.

- **Legislative Control:** The policies of “hire and fire” have gone. Now the legislation makes it difficult to reduce the size of an organization quickly and cheaply. It is easy to increase but difficult to shed the fat in terms of the numbers employed because of recent changes in labour law relating to lay-offs and closures. Those responsible for managing manpower must look far ahead and thus attempt to foresee manpower problems.
- **Impact of the Pressure Group:** Pressure groups such as unions, politicians and persons displaced from land by location of giant enterprises have been raising contradictory pressure on enterprise management such as internal recruitment and promotion, preference to employees’ children, displace person, sons of soil etc.
- **Systems Approach:** The spread of system thinking and advent of the macro computer as the part of the on-going revolution in information technology which emphasis planning and newer ways of handling voluminous personnel records.
- **Lead Time:** The log lead time is necessary in the selection process and training and deployment of the employee to handle new knowledge and skills successfully.

### **STEPS IN MANPOWER PLANNING**

1. **Analyzing the current manpower inventory-** Before a manager makes a forecast of future manpower, the current manpower status has to be analyzed. For this the following things have to be noted-

- Type of organization
- Number of departments
- Number and quantity of such departments
- Employees in these work units

Once these factors are registered by a manager, he goes for the future forecasting.

2. **Making future manpower forecasts-** Once the factors affecting the future manpower forecasts are known, planning can be done for the future manpower requirements in several work units.

The Manpower forecasting techniques commonly employed by the organizations are as follows:

- **Expert Forecasts:** This includes informal decisions, formal expert surveys and Delphi technique.
- **Trend Analysis:** Manpower needs can be projected through extrapolation (projecting past trends), indexation (using base year as basis), and statistical analysis (central tendency measure).
- **Work Load Analysis:** It is dependent upon the nature of workload in a department, in a branch or in a division.
- **Workforce Analysis:** Whenever production and time period has to be analyzed, due allowances have to be made for getting net manpower requirements.
- **Other methods:** Several Mathematical models, with the aid of computers are used to forecast manpower needs, like budget and planning analysis, regression, new venture analysis.

3. **Developing employment programmes-** Once the current inventory is compared with future forecasts, the employment programmes can be framed and developed accordingly, which will include recruitment, selection procedures and placement plans.

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**4. Design training programmes-** These will be based upon extent of diversification, expansion plans, development programmes, etc. Training programmes depend upon the extent of improvement in technology and advancement to take place. It is also done to improve upon the skills, capabilities, knowledge of the workers.

### **IMPORTANCE OF HRP**

- **Future Personnel Needs:** Human resource planning is significant because it helps to determine the future personnel needs of the organization. If an organization is facing the problem of either surplus or deficiency in staff strength, then it is the result of the absence of affecting HR planning. All public sector enterprises find themselves overstaffed now as they never had any planning for personnel requirements and went on a recruitment spree till late 1980's. The problem of excess staff has become such a prominent problem that many private sector units are resorting to VRS 'voluntary retirement scheme.' The excess labour problem would have been there if the organization had a good HRP system. Effective HRP system will also enable the organization to have good succession planning.
- **Part of Strategic Planning:** HRP has become an integral part of strategic planning. HRP provides inputs in the strategy formulation process in terms of deciding whether the organization has got the right kind of human resources to carry out the given strategy. HRP is also necessary during the implementation stage in the form of deciding to make resource allocation decisions related to organization structure, process and human resources. In some organizations HRP plays as significant a role as strategic planning and HR issues are perceived as inherent in business management.
- **Creating Highly Talented Personnel:** Even though India has a great pool of educated unemployed, it is the discretion of the HR manager that will enable the company to recruit the right person with right skills to the organization. Even the existing staff hope for the job so frequently that organisations face frequent shortage of manpower. Manpower planning in the form of skill development is required to help the organization in dealing with this problem of skilled manpower shortage.
- **International Strategies:** An international expansion strategy of an organization is facilitated to a great extent by HR planning. The HR department's ability to fill key jobs with foreign nationals and reassignment of employees from within or across national borders is a major challenge that is being faced by international business.
- **Foundation for Personnel Functions:** HRP provides essential information for designing and implementing personnel functions, such as recruitment, selection, training and development, personnel movement like transfers, promotions and layoffs.
- **Increasing Investments in Human Resources:** Organizations are making increasing investments in human resource development compelling the increased need for HRP. Organizations are realizing that human assets can increase in value more than the physical assets. An employee who gradually develops his/ her skills and abilities becomes a valuable asset for the organization. Organizations can make investments in its personnel either through direct training or job assignment and the rupee value of such a trained, flexible, motivated productive workforce is difficult to determine. Top officials have started acknowledging that quality of the work force is responsible for both short term and long term performance of the organization.
- **Resistance to Change:** Employees are always reluctant whenever they hear about change and even about job rotation. Organizations cannot shift one employee from one department to another without

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any specific planning. Even for carrying out job rotation (shifting one employee from one department to another) there is a need to plan well ahead and match the skills required and existing skills of the employees.

- **Succession Planning:** Human Resource Planning prepares people for future challenges. The 'stars' are picked up, trained, assessed and assisted continuously so that when the time comes such trained employees can quickly take the responsibilities and position of their boss or seniors as and when the situation arrives.
- **Other Benefits:**
  - (a) HRP helps in judging the effectiveness of manpower policies and programmes of management.
  - (b) It develops awareness on effective utilization of human resources for the overall development of an organization.
  - (c) It facilitates selection and training of employees with adequate knowledge, experience and aptitudes so as to carry on and achieve the organizational objectives (d) HRP encourages the company to review and modify its human resource policies and practices and to examine the way of utilizing the human resources for better utilization.

### **OBSTACLES IN MANPOWER PLANNING**

Following are the main obstacles that organizations face in the process of manpower planning:

- **Under Utilization of Manpower:** The biggest obstacle in case of manpower planning is the fact that the industries in general are not making optimum use of their manpower and once manpower planning begins, it encounters heavy odds in stepping up the utilization.
- **Degree of Absenteeism:** Absenteeism is quite high and has been increasing since last few years.
- **Lack of Education and Skilled Labor:** The extent of illiteracy and the slow pace of development of the skilled categories account for low productivity in employees. Low Productivity has implications for manpower planning.
- **Manpower Control and Review:**
  - ❖ Any increase in manpower is considered at the top level of management
  - ❖ On the basis of manpower plans, personnel budgets are prepared. These act as control mechanisms to keep the manpower under certain broadly defined limits.
  - ❖ The productivity of any organization is usually calculated using the formula:

$$\text{Productivity} = \text{Output} / \text{Input}$$

But a rough index of employee productivity is calculated as follows:

$$\text{Employee Productivity} = \text{Total Production} / \text{Total no. of employees}$$

- **Exit Interviews,** the rate of turnover and rate of absenteeism are sources of vital information on the satisfaction level of manpower. For conservation of Human Resources and better utilization of men studying these conditions, manpower control would have to take into account the data to make meaningful analysis.
- **Extent of Overtime:** The amount of overtime paid may be due to real shortage of men, ineffective management or improper utilization of manpower. Manpower control would require a careful study of overtime statistics.
- Few Organizations do not have sufficient records and information on manpower. Several of those who have them do not have a proper retrieval system. There are complications in resolving the issues in design, definition and creation of computerized personnel information systems for effective manpower

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planning and utilization. Even the existing technologies in this respect are not optimally used. This is a strategic disadvantage.

## RECRUITMENT

### **MEANING:**

Recruitment is a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organisation. When more persons apply for jobs then there will be a scope for recruiting better persons.

Recruitment is concerned with reaching out, attracting, and ensuring a supply of qualified personnel and making out selection of requisite manpower both in their quantitative and qualitative aspect. It is the development and maintenance of adequate man- power resources. This is the first stage of the process of selection and is completed with placement.

### **DEFINITION:**

According to Edwin B. Flippo, “It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation.” He further elaborates it, **terming it both negative and positive.**

In the words of Dale Yoder, **Recruitment is the process to “discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.”**

Kempner writes, **“Recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidates.”**

### **OBJECTIVES OF RECRUITMENT**

- To attract people with multi-dimensional skills and experiences that suit the present and future organizational strategies,
- To induct outsiders with a new perspective to lead the company,
- To infuse fresh blood at all levels of the organization,
- To develop an organizational culture that attracts competent people to the company,
- To search or head hunt/head pouch people whose skills fit the company’s values,
- To devise methodologies for assessing psychological traits,
- To seek out non-conventional development grounds of talent,
- To search for talent globally and not just within the company,
- To design entry pay that competes on quality but not on quantum,
- To anticipate and find people for positions that do not exist yet.

### **SOURCES OF RECRUITMENT OF EMPLOYEES**

The searching of suitable candidates and informing them about the openings in the enterprise is the most important aspect of recruitment process. The candidates may be available inside or outside the organisation. Basically, there are two sources of recruitment i.e., internal and external sources

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### **(A) Internal Sources:**

Best employees can be found within the organization when a vacancy arises in the organisation, it may be given to an employee who is already on the pay-roll. Internal sources include promotion, transfer and in certain cases demotion. When a higher post is given to a deserving employee, it motivates all other employees of the organisation to work hard. The employees can be informed of such a vacancy by internal advertisement.

### **Methods of Internal Sources:**

**1. Transfers:** Transfer involves shifting of persons from present jobs to other similar jobs. These do not involve any change in rank, responsibility or prestige. The numbers of persons do not increase with transfers.

**2. Promotions:** Promotions refer to shifting of persons to positions carrying better prestige, higher responsibilities and more pay. The higher positions falling vacant may be filled up from within the organisation. Promotion does not increase the number of persons in the organisation.

**3. Present Employees:** The present employees of a concern are informed about likely vacant positions. The employees recommend their relations or persons intimately known to them. Management is relieved of looking out prospective candidates.

The persons recommended by the employees may be generally suitable for the jobs because they know the requirements of various positions. The existing employees take full responsibility of those recommended by them and also ensure of their proper behaviour and performance.

### **Advantages of Internal Sources:**

**1. Improves morale:** When an employee from inside the organisation is given the higher post, it helps in increasing the morale of all employees. Generally every employee expects promotion to a higher post carrying more status and pay (if he fulfills the other requirements).

**2. No Error in Selection:** When an employee is selected from inside, there is a least possibility of errors in selection since every company maintains complete record of its employees and can judge them in a better manner.

**3. Promotes Loyalty:** It promotes loyalty among the employees as they feel secured on account of chances of advancement.

**4. No Hasty Decision:** The chances of hasty decisions are completely eliminated as the existing employees are well tried and can be relied upon.

**5. Economy in Training Costs:** The existing employees are fully aware of the operating procedures and policies of the organisation. The existing employees require little training and it brings economy in training costs.

**6. Self-Development:** It encourages self-development among the employees as they can look forward to occupying higher posts.

### **Disadvantages of Internal Sources:**

- It discourages capable persons from outside to join the concern.
- It is possible that the requisite number of persons possessing qualifications for the vacant posts may not be available in the organisation.

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- For posts requiring innovations and creative thinking, this method of recruitment cannot be followed.
- If only seniority is the criterion for promotion, then the person filling the vacant post may not be really capable.

### **(B) External Sources:**

All organisations have to use external sources for recruitment to higher positions when existing employees are not suitable. More persons are needed when expansions are undertaken.

#### **The external sources are discussed below:**

**1. Advertisement:** It is a method of recruitment frequently used for skilled workers, clerical and higher staff. Advertisements can be given in newspapers and professional journals. These advertisements attract applicants in large numbers of highly variable quality.

Preparing good advertisements is a specialized task. If a company wants to conceal its name, a 'blind advertisement' may be given asking the applicants to apply to Post Bag or Box Number or to some advertising agency.

**2. Employment Exchanges:** Employment exchanges in India are run by the Government. For unskilled, semi-skilled, skilled, clerical posts etc., it is often used as a source of recruitment. In certain cases it has been made obligatory for the business concerns to notify their vacancies to the employment exchange. In the past, employers used to turn to these agencies only as a last resort. The job-seekers and job-givers are brought into contact by the employment exchanges.

**3. Schools, Colleges and Universities:** Direct recruitment from educational institutions for certain jobs (i.e. placement) which require technical or professional qualification has become a common practice. A close liaison between the company and educational institutions helps in getting suitable candidates. The students are spotted during the course of their studies. Junior level executives or managerial trainees may be recruited in this way.

**4. Recommendation of Existing Employees:** The present employees know both the company and the candidate being recommended. Hence some companies encourage their existing employees to assist them in getting applications from persons who are known to them.

**5. Factory Gates:** Certain workers present themselves at the factory gate every day for employment. This method of recruitment is very popular in India for unskilled or semi-skilled labour. The desirable candidates are selected by the first line supervisors. The major disadvantage of this system is that the person selected may not be suitable for the vacancy.

**6. Casual Callers:** Those personnel who casually come to the company for employment may also be considered for the vacant post. It is most economical method of recruitment. In the advanced countries, this method of recruitment is very popular.

**7. Central Application File:** A file of past applicants who were not selected earlier may be maintained. In order to keep the file alive, applications in the files must be checked at periodical intervals.

**8. Labour Unions:** In certain occupations like construction, hotels, maritime industry etc., (i.e., industries where there is instability of employment) all recruits usually come from unions.

**9. Labour Contractors:** This method of recruitment is still prevalent in India for hiring unskilled and semi-skilled workers in brick kiln industry. The contractors keep themselves in touch with the labour and bring the workers at the places where they are required. They get commission for the number of persons supplied by them.

**10. Former Employees:** In case employees have been laid off or have left the factory at their own, they may be taken back if they are interested in joining the concern (provided their record is good).

**11. Other Sources:** Apart from these major sources of external recruitment, there are certain other sources which are exploited by companies from time to time. These include special lectures delivered by recruiter

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in different institutions, though apparently these lectures do not pertain to recruitment directly. Then there are video films which are sent to various concerns and institutions so as to show the history and development of the company. These films present the story of company to various audiences, thus creating interest in them.

### **Merits of External Sources:**

- 1. Availability of Suitable Persons:** Internal sources, sometimes, may not be able to supply suitable persons from within. External sources do give a wide choice to the management. A large number of applicants may be willing to join the organisation. They will also be suitable as per the requirements of skill, training and education.
- 2. Brings New Ideas:** The selection of persons from outside sources will have the benefit of new ideas. The persons having experience in other concerns will be able to suggest new things and methods. This will keep the organisation in a competitive position.
- 3. Economical:** This method of recruitment can prove to be economical because new employees are already trained and experienced and do not require much training for the jobs.

### **Demerits of External Sources:**

- 1. Demoralization:** When a new person from outside joins the organization, present employees may feel demoralized because these positions might have gone to them. There can be a heart burning among old employees. Some employees may even leave the enterprise and go for better avenues in other concerns.
- 2. Lack of Co-Operation:** The old staff may not co-operate with the new employees because they feel that their rights have been snatched away by them. This problem will be acute especially when persons for higher positions are recruited from outside.
- 3. Expensive:** The process of recruiting from outside is very expensive. It starts with inserting costly advertisements in the media and then arranging written tests and conducting interviews. In spite of all this if suitable persons are not available, then the whole process will have to be repeated.
- 4. Problem of Maladjustment:** There may be a possibility that the new entrants have not been able to adjust in the new environment. They may not temperamentally adjust with the new persons. In such cases either the persons may leave themselves or management may have to replace them. These things have adverse effects on the working of the organization.

### **Suitability of External Sources of Recruitment:**

#### **External Sources of Recruitment are Suitable for The Following Reasons:**

- The required qualities such as will, skill, talent, knowledge etc., are available from external sources.
- It can help in bringing new ideas, better techniques and improved methods to the organization.
- The selection of candidates will be without preconceived notions or reservations.
- The cost of employees will be minimum because candidates selected in this method will be placed in the minimum pay scale.
- The entry of new persons with varied experience and talent will help in the human resource mix.
- The existing employees will also broaden their personality.
- The entry of qualitative persons from outside will be in the long-run interest of the organization.

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## SELECTION

### MEANING:

Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization. In other words, selection can also be explained as the process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position.

The selection of a right applicant for a vacant position will be an asset to the organization, which will be helping the organization in reaching its objectives.

### DEFINITIONS –

- Employee selection is a process of putting a right applicant on a right job.
- Selection of an employee is a process of choosing the applicants, who have the qualifications to fill the vacant job in an organization.
- Selection is a process of identifying and hiring the applicants for filling the vacancies in an organization.
- Employee selection is a process of matching organization's requirements with the skills and the qualifications of individuals.
- A good selection process will ensure that the organization gets the right set of employees with the right attitude.
- 

### SELECTION PROCEDURE:

#### 1. Application Pool:

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

#### 2. Preliminary Screening and Interview:

It is highly uneconomical 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 tests 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 a candidate will be informed of his rejection.

#### 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. Information is generally taken

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on the following items:

**1. 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 dependents.

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

**3. 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.

**4. Salary and Benefits:** Present and expected.

**5. 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.

#### **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 an interview etc. Selection tests normally supplement the information provided in the application forms. Such forms may contain factual information about candidates.

**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:** These 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.

#### **5. Interview:**

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An interview is a procedure designed to get information from a person and to assess his potential for the job he is being considered on the basis of oral responses by the applicant to oral inquiries by the interviewer. Interviewer does a formal in-depth conversation with the applicant, to evaluate his suitability. It is one of the most important tools in the selection process. This tool is used when interviewing skilled, technical, professional and even managerial employees. It involves a two-way exchange of information. The interviewer learns about the applicant and the candidate learns about the employer. Principles of Interviewing:

To make it effective, an interview should be properly planned and conducted on certain principles. Edwin B. Flippo has described certain rules and principles of good interviewing to this end:

- Provide proper surroundings. The physical setting for the interview should be both private and comfortable.
- The mental setting should be one of rapport. The interviewer must be aware of non-verbal behaviour.
- Plan for the interview by thoroughly reviewing job specifications and job descriptions.
- Determine the specific objectives and the method of the interviewing.
- Inform yourself as much as possible concerning the known information about the interviewee.
- The interviewer should possess and demonstrate a basic liking and respect for people.
- Questions should be asked in a manner that encourages the interviewee to talk.
- Put the applicant at ease.
- Make a decision only when all the data and information are available. Avoid decisions that are based on first impressions.
- Conclude the interview tactfully, making sure that the candidate leaves feeling neither too elated nor frustrated.
- Maintain some written record of the interview during or immediately after it.
- Listen attentively and, if possible, protectively.
- Questions must be stated clearly to avoid confusion and ambiguity. Maintain a balance
- between open and overtly structured questions.
- 'Body language' must not be ignored.
- The interviewer should make some overt sign to indicate the end of the interview.

### **6. Background Investigation:**

The next step in the selection process is to undertake an investigation of those applicants who appear to offer potential as employees. This may include contacting former employers to confirm the candidate's work record and to obtain their appraisal of his or her performance/ contacting other job-related and personal references, and verifying the educational accomplishments shown on the application.

### **7. Physical Examination:**

After the selection decision and before the job offer is made, the candidate is required to undergo a physical fitness test. Candidates are sent for physical examination either to the company's physician or to a medical officer approved for the purpose.

Such physical examination provides the following information:

- Whether the candidate's physical measurements are in accordance with job requirements or not?

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- Whether the candidate suffers from bad health which should be corrected?
- Whether the candidate has health problems or psychological attitudes likely to interfere with work efficiency or future attendance?
- Whether the candidate is physically fit for the specific job or not?

### **8. Approval by Appropriate Authority:**

On the basis of the above steps, suitable candidates are recommended for selection by the selection committee or personnel department. Though such a committee or personnel department may have authority to select the candidates finally, often it has staff authority to recommend the candidates for selection to the appropriate authority.

### **9. Final Employment Decision:**

After a candidate is finally selected, the human resource department recommends his name for employment. The management or board of the company offers employment in the form of an appointment letter mentioning the post, the rank, the salary grade, the date by which the candidate should join and other terms and conditions of employment. Some firms make a contract of service on judicial paper. Usually an appointment is made on probation in the beginning. The probation period may range from three months to two years. When the work and conduct of the employee is found satisfactory, he may be confirmed.

### **10. Evaluation:**

The selection process, if properly performed, will ensure availability of competent and committed personnel. A period audit, conducted by people who work independently of the human resource department, will evaluate the effectiveness of the selection process. The auditors will do a thorough and intensive analysis and evaluate the employment programme.

## **JOB ANALYSIS, JOB DESCRIPTIONS AND JOB SPECIFICATIONS**

### **JOB ANALYSIS**

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.

Some of the definitions of job analysis are

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 are 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.**”

### **CHARACTERISTICS:**

- Formal & Detail study
- Dynamics

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- Comprises four components: Job description, job specification, job performance standards and role analysis.
- Different from motion and work study (Taylor)
- It is taken up at three times:
  - (a) When the organization starts and a 'work design programme' is initiated;
  - (b) when new jobs are created; and
  - (c) when jobs undergo drastic changes as a result of new methods, procedures, systems or technology.
- Pervasive

### **INFORMATION PROVIDED BY JOB ANALYSIS:**

- 1. Job Identification:** Its title, including its code number.
- 2. Significant Characteristics of a Job:** Its location, physical setting, supervision, union jurisdiction, hazards and discomforts;
- 3. What the Typical Worker Does :** Specific operation and tasks that make up an assignment, their relative timing and importance, their simplicity, routine or complexity, the responsibility or safety of others for property, funds, confidence and trust;
- 4. Which Materials and Equipment a Worker Uses:** Metals, plastics, grains, yarns, milling machines, punch presses and micrometers;
- 5. How a Job is Performed:** Nature of operation - lifting, handling, cleaning, washing, feeding, removing, drilling, driving, setting-up and many others;
- 6. Required Personal Attributes:** Experience, training, apprenticeship, physical strength, co-ordination or dexterity, physical demands, mental capabilities, aptitudes, social skills;
- 7. Job Relationship:** Experience requires opportunities for advancement, patterns of promotions, essential co-operation, direction, or leadership from and for a job.

### **METHODS OF JOB ANALYSIS:**

- 1. Personal Observation:** The materials and equipment used, the working conditions and probable hazards, and an understanding of what the work involves are the facts which should be known by an analyst.
- 2. Sending out of Questionnaires:** Properly drafted questionnaires are sent out to job-holders for completion and are returned to supervisors.
- 3. Maintenance of Long Records:** The employee maintains a daily record of duties he performs, marking the time at which each task is started and finished.
- 4. 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.
- 5. Personal Interviews:** Personal interviews may be held by the analyst with the employees, and answers to relevant questions may be recorded. But the method is time-consuming and costly.
- 6. Technical Conference Method:** This method utilizes supervisors with extensive knowledge of the job. Here, specific characteristics of a job are obtained from the "experts."
- 7. 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.

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## PURPOSE AND USES OF JOB ANALYSIS-

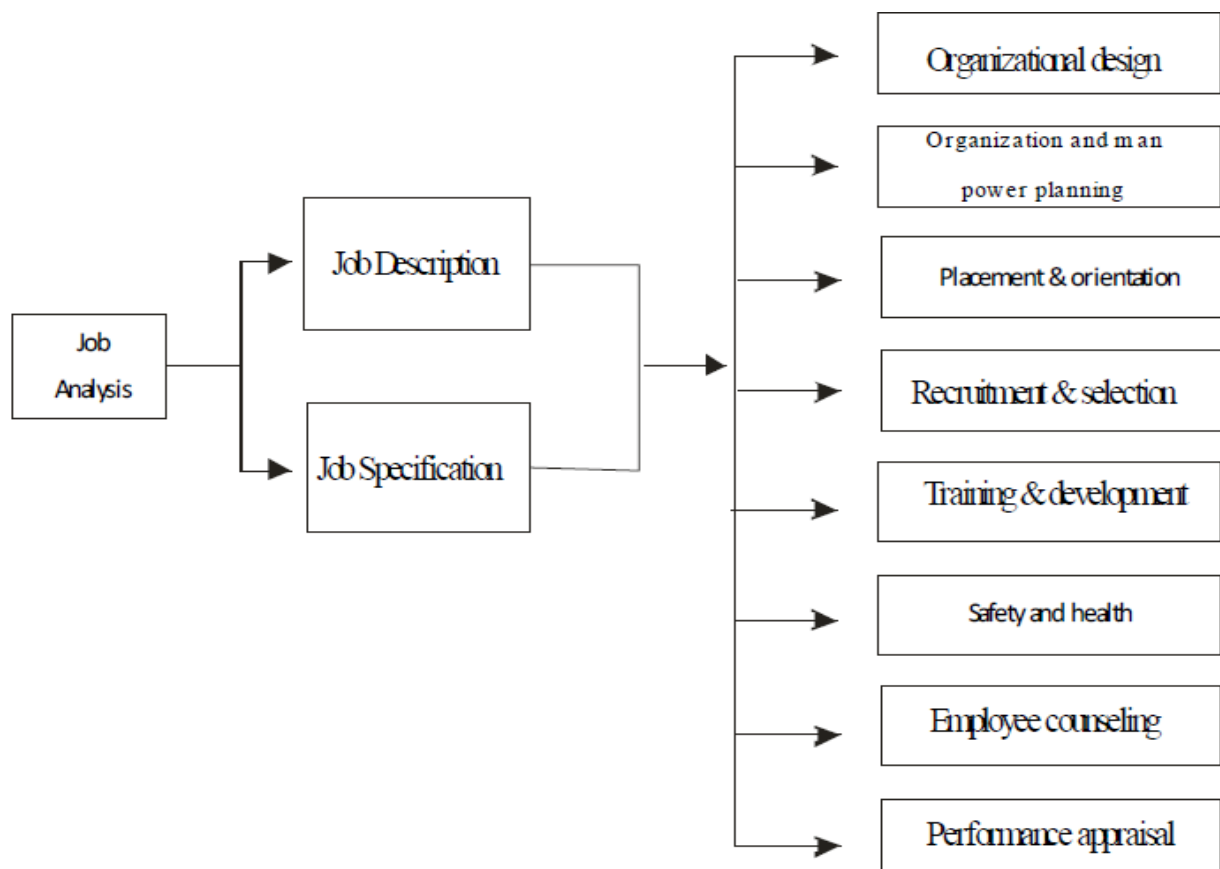
**1.Organisation and Manpower Planning:** It is helpful in organisational planning for it defines labour needs in concrete terms and coordinates the activities of the workforce, and clearly divides duties and responsibilities.

**2.Recruitment and Selection:** By indicating the specific requirements of each job (i.e., the skills and knowledge), it provides a realistic basis for hiring, training, placement, transfer and promotion of personnel.

**3.Wage and Salary Administration:** By indicating the qualifications required for doing specified jobs and the risks and hazards involved in its performance, it helps in salary and wage administration. Job analysis is used as a foundation for job evaluation.

**4.Job Re-engineering:** Job analysis provides information which enables us to change jobs in order to permit their being manned by personnel with specific characteristics and qualifications.

**5.Employee Training and Management Development:** Job analysis provides the necessary information to the management of training and development programmes.



**6.Performance Appraisal:** It helps in establishing clear-cut standards which may be compared with the actual contribution of each individual.

**7.Health and Safety:** It provides an opportunity for identifying hazardous conditions and unhealthy environmental factors so that corrective measures may be taken to minimise and avoid the possibility of accidents.

**8. Discipline**

**9. Employee counseling-** Job analysis provides information about career choices and personal limitations. Such information is helpful in vocational guidance and rehabilitation counselling. Employees who are

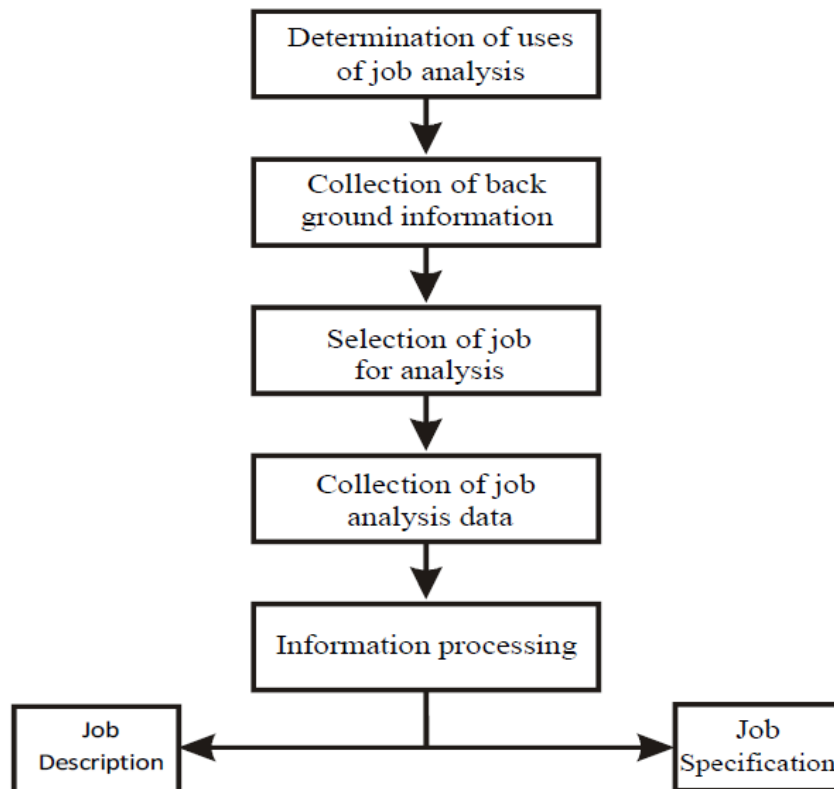
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unable to cope with the hazards and demands of given jobs may be advised to opt for subsidiary jobs or to seek premature retirement.

## 10. Labour relations

### PROCESS OF JOB ANALYSIS:



**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 and the existing job descriptions.

**3. Selection of Jobs for Analysis:** Job analysis is a costly and time consuming process. Hence, it is necessary to select a representative sample of jobs for the purposes of analysis. Priorities of various jobs can also be determined.

**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 who watch the workers, or from the outside persons.

**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.

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**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.

#### **Problems in Job Analysis-**

- Lack of support from top management
- Single method
- Lack of training/ motivation
- Distortion of activities

### **JOB DESCRIPTION**

Job description is a written record of the duties, responsibilities and requirements of a particular job. It is concerned with the job itself and not with the work. It is a statement describing the job in such terms as its title, location, duties, working conditions and hazards. In other words, it tells us what is to be done and how it is to be done and why. It is a standard of function, in that it defines the appropriate and authorised contents of a job. A job description contains the following:

- 1. Job identification,** which includes the job title, alternative title, department, division, plant and code number of the job. The job title identifies and designates the job properly.
- 2. Job Summary** serves two important purposes. First it provides a short definition which is useful as additional identification information when a job title is not adequate. Second, it serves as a summary to orient the reader.
- 3. Job duties** give us a comprehensive listing of the duties together with some indication of the frequency of occurrence or percentage of time devoted to each major duty. It is regarded as the heart of a job.
- 4. Relation to other jobs:** This helps us to locate the job in the organisation by indicating the job immediately below or above it in the job hierarchy. It also gives us an idea of the vertical relationships of workflow and procedures.
- 5. Supervision:** Under it is given the number of persons to be supervised along with their job titles, and the extent of supervision involved – general, intermediate or close supervision.
- 6. Working conditions** usually give us information about the environment in which a job holder must work.

## 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.

**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.”**

A Job Specification should include:

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

## INDUCTION & PLACEMENT

### PLACEMENT

**MEANING:** Placement is the actual posting of the candidate for the specific job. It involves the assigning of specific rank & responsibility to that candidate.

In other words, Induction is the task of introducing the new employee to the policies, procedures, rules & regulations of the organisation.

**Acc. to Pigors & Myers “Placement is the determination of the job to which an accepted candidate is to be assigned & the work of that job. It is the match of what the supervisor has reason to think he can do with what the job demands”.**

### SIGNIFICANCE OF PLACEMENT

1. It improves employee morale.
2. It helps in reducing employee turnover.
3. It helps in reducing absenteeism
4. It helps in reducing accident rates.
5. It avoids misfit between the candidate & the job.
6. It helps the candidate to work as per the predetermined objectives of the organisation.

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## INDUCTION

**Meaning:** Induction is the process of receiving & welcoming an employee when he first joins the company & giving him his basic information he needs to settle down quickly & happily & starts work.

### OBJECTIVES OF INDUCTION

- To help the new comer to overcome his shyness & overcome his nervousness in meeting new people in a new environment.
- To give newcomers necessary information such as location of café, rest period etc.
- To build new employee confidence in the organisation
- It helps in reducing labour turnover & absenteeism.
- It reduces confusion & develops healthy relations in the organisation.
- To ensure that the newcomers do not form false impressions & negative attitudes towards the organisation.
- To develop among the newcomers a sense of belonging & loyalty to the organisation.
- To provide basic skills, terms & ideas of the business world & help the new employee in human relations.

## HRM POLICY

Policy is a predetermined course of action established to guide the performance of work towards accepted objectives.

In organisational context, policy is a statement or general understanding which provides guideline to member of the organisation for making decision in respect to any course of action.

**Acc. to Edwin B Flippo a policy is rule or predetermined course of action established to guide an organisational towards its objectives.**

### NEED/IMPORTANCE OF HRM POLICY

- 1. To Achieve the Objectives of the Organization:** Policies guide the employees to take action for achieving the objectives of the organization. Hence, they must be known and well understood by everyone in order to concentrate efforts on the objectives.
- 2. To Bring Uniformity in Decisions:** HR policies furnish the general standard on which decisions are taken. Various line authorities take decisions in an organization keeping in view the HR policies. Thus, uniformity of action is maintained in similar cases.
- 3. To Delegate Authority:** HR policies make delegation of authority possible, which means assigning the work to others and give them authority to do it. HR policies help executives at various levels of decision centres to act with confidence without consulting the superiors every time. HR policies give a manager liberty to choose the alternatives provided and to decide upon the action.
- 4. To Achieve Better Control:** HR policies specify relationships among organization, management and workers. Therefore, each group works for the achievement of the larger objectives of the organization without any policy conflicts. Thus, HR policies provide better control.

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**5. To Evaluate Efficiency:** HR policies serve as standards in execution of work. Efficiency of a group may be evaluated by its performance in the light of the policy. After assessing whether an organization has achieved the desired results set in the policy, HR policy may be amended or a new policy may be formulated in the light of the actual performance.

**6. To Create Confidence among Employees:** HR policies provide the workers a security against exploitation and create confidence in employees who may know where they stand in the organization.

**7. To Motivate:** HR policies introduce the employees to the objectives of the organization. It guides the workers in achieving the objectives. They work enthusiastically and with loyalty to get those objectives.

**8. To Guide the Management:** HR policies provide guidance to management in relation to the HR problems. HR policies decide how to get the work done by the people or how to behave with them.

### **CHARACTERISTICS OF SOUND HRM POLICY**

While developing sound personnel policies management should pay attention to the following things:

**1. Related to Objectives:** Policies must be capable of relating objectives, functions, physical factors and Organisational personnel.

**2. Easy to Understand:** Policies should be stated in defined, positive, clear and understandable language.

**3. Precise:** Policies should be sufficiently comprehensive and prescribe limits and yardsticks for future action.

**4. Stable as well as Flexible:** Personnel policies should be stable enough to assure people that there will not be drastic overnight changes. They should be flexible enough to keep the organization in tune with the times.

**5. Based on Facts:** Personnel policies should be built on the basis of facts and sound judgment and not on personal feelings or opportunistic decisions.

**6. Appropriate Number:** There should be as many personnel policies as necessary to cover conditions that can be anticipated, but not so many policies as to become confusing or meaningless.

**7. Fair & Equitable:** policies should be just fair & equitable to internal as well as external groups. Eg:- a policy of recruitment from within may limit opportunities to bright candidates from outside & a policy of recruitment from outside only would limit promotional avenues to promising internal candidates.

**8. Reasonable:** policies must be reasonable & capable of being accomplished. To gain acceptance & commitment from employees, the policy should be conditioned by the suggestions & reactions of those who are affected by the policy.

**9. Review:** periodic review of policies is essential to keep in tune with changing times & to avoid organisational complacency or managerial stagnation.

### **BENEFITS OF HRM POLICY**

**1. Recruitment and Selection-** Policies pertaining to the recruitment and selection process are the foundation of building any workforce. You must have a plan for creating applications, how to prequalify applicants, how applicants move up to become a candidate and other employment procedures. This set of policies also benefits current employees who refer applicants to your business.

**2. Training and Professional Development-** Provisions for employee training and development are included in human resource policy documents because it informs employees of the kind of professional development available to them. In addition, policies related to training and development assistance in the formulation of employee development plans or Performance improvement plans.

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**3. Handling Employee Concerns-** Many companies have written procedures for handling employee complaints, whether they are internal, informal complaints or allegations made about the employer to enforcement agencies. These policies also benefit employees because they provide important information about workplace communication in the event an employee is unsure of who she contacts to discuss any concerns or problems.

**4. Workplace Safety-** In a time when more than worker safety in the performance of her job is the primary issue addressed in safety policies, employers distribute policies that address matters such as workplace violence. These types of policies are generally discussed in detail with employee groups; an emergency evacuation policy isn't effective if you don't discuss it until the emergency happens.

**5. Organizational Structure-** An introduction to the human resources policy manual explains the organizational structure, what departments fulfill which expectations and company leadership. In the introductory section, many employers also explain the company philosophy as it is related to customer service, co-workers, and leadership and business ethics.

**6. Employment Rules:** Employees are accustomed to learning specific workplace rules such as dress code, discipline procedures, parking, attendance and working hours, holidays, employee benefits and payroll dates.

### HR DEPARTMENT STRUCTURE

HR department structure refers to how HR roles are organized within a business. It determines the hierarchy, reporting relationships, and division of responsibilities within the HR department. There are a few common types of HR department structures, including:

- **Hierarchical:** HR professionals have a vertical chain of command. This allows for each level to manage specific tasks while high-level HR leaders focus on larger initiatives.
- **Functional:** HR professionals are grouped based on areas of expertise. This allows for specialization within each role and ensures that experts are handling specific tasks.
- **Matrix:** HR professionals are organized based on their area of expertise *and* the teams they support. This promotes collaboration and integration between HR and other departments to fuel even better employee experiences.
- **Centralized:** Decision-making authority and HR functions occur in the top tier of management. This ensures consistency and standardization across the organization.
- **Decentralized:** Decision-making authority and HR functions occur in various departments or groups within the organization. This allows for greater flexibility and responsiveness to individual team needs.
- **Outsourced:** HR functions are performed by an external party, freeing up various HR tasks for the in-house team members.

## **PURPOSE OF AN HR ORGANIZATIONAL STRUCTURE**

- The main purpose of an organizational chart is to clarify roles, responsibilities, and reporting relationships.
- Businesses with clear HR departmental organization often experience better allocation of resources. They can also explore new ways to boost employee engagement and development based on team skills and needs.
- With the help of an HR org chart software, they can identify employment gaps and determine how to best leverage their people to achieve organizational goals.
- This visualization facilitates better clarity for decision making, especially when intuitive, adaptive HR software tools are used.

## **COMMON TASKS OF AN HR DEPARTMENT**

- The HR department takes on various tasks for the organization including recruitment, training, performance management, and employee relations.
- HR professionals may also manage employee compensation and benefits, organize employee skill development, and drive morale-boosting initiatives for the team.
- With diverse responsibilities, it is essential to delegate these tasks to the appropriate HR professional.
- For large companies, a human resources org chart can help leaders visualize and understand the resources and skills within a large number of people.
- For smaller companies, an HR org chart can help organize responsibilities to make them as equal as possible, especially when their people serve *many* roles.

## **BENEFITS OF FORMULATING AN EFFECTIVE HUMAN RESOURCES DEPARTMENT STRUCTURE:**

<b>Improved employee morale</b> People thoroughly understand their roles and how they play an important part in the organization.	<b>Higher productivity</b> Confusion about where responsibilities fall is reduced, and people are able to focus on their own tasks.	<b>Reduced turnover</b> Employees are less overwhelmed because task delegation is logical and well-planned.
<b>Retaining top talent</b> Professionals are tasked with what they do best, and the hierarchy of responsibility is clear.	<b>Aligning HR with objectives</b> Positions can be filled and redesigned to ensure you have the right kinds of people in specific roles.	<b>Positive work culture</b> Stress is reduced since task delegation is strategic and everyone serves a specific purpose.

## STRUCTURE OF HR DEPARTMENT

<b>Analyze the specifics</b>	Investigate the strengths and pain points of your current HR department. Establish a shortlist of business goals that can be used to inform your HR organizational structure. Research common HR structures from companies within your industry that have a similar company size.
<b>Define HR functions</b>	Make a list of current functions that the HR department performs. Note areas of high and low task concentration to help you equally disperse responsibilities later on. Include a list of tasks you would like HR to perform to modernize the department (e.g., DEI, new technologies).
<b>Follow a structure</b>	Determine which human resources organizational structure is most appropriate. Use employee feedback and industry examples to help you decide. Customize the standard structure to align with your current workforce and future capabilities.
<b>Design job roles</b>	Define roles within each HR function, outlining responsibilities, skills required, and reporting relationships. Determine if and where you will need specialist roles and generalist roles. Consider what roles will be needed in the near future to inform hiring initiatives.
<b>Establish communication channels</b>	Ensure HR leadership is involved in the entire process so they can implement new changes. Create reliable communication channels that make it easy for employees to contact HR. Use communication tools and technology to streamline the process.

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