DEPARTMENT OF M.C.A

MC7009-HUMAN RESOURCE MANAGEMENT

QUESTION BANK

UNIT I

PART – A

1. **What are the objectives of HRM?**
    - Maintain high employee morale
    - Training & development
    - Opportunity for expression
    - Provide fair, acceptable and efficient leadership
    - Facilities and conditions
2. **What are human resource policies?**
   Policy is a plan of action. It refers to the principles and rules of conduct which ―Formulate, redefines, break into details and decide a number of actions that govern the relationship with employees in the attainment of the organization objectives
3. **Give the Importance of commitment**
   Dedication that produces superior performance is best obtained through deep personal commitment. The foundation of commitment is belief in the goal and a strong desire to achieve to achieve it.
4. **How do you assess the performance of a leader?**
   They include: Guiding others through modeling, Talent and technical/specific skill, Initiative and entrepreneurial drive, Preoccupation with a role - a dedication that consumes much of leaders' life - service to a cause, A clear sense of purpose (or mission) - clear goals - focus – commitment, Results-orientation - directing every action towards a mission - prioritizing activities to spend time where results most accrue, Cooperation-work well with others.
5. **On what should the power of a leader be founded?**
   A leader’s power stems from the ability to attract willing followers to the cause.
6. **Define HRM.**
   HRM can be defined as managing(planning, organizing, directing and controlling the functions of employing, developing and compensating human resources resulting in the creating and development of human relations with a view to contribute proportionately(due to them) to the organizational, individual and social goals.
7. **Define Personnel Management.**
   Personnel Management is defined by the Institute of Personnel Management (UK) as, “Personnel Management is a responsibility of all those who manage people as well as being a description of the work of those who are employed as specialists. It is that part of management which is concerned with people at work and with their relationships within an enterprise. It applies not only to industry and commerce but to all fields of employment”
8. **How is leadership a mutual relationship?**
   The power to control is not the same as the power to lead. All leaders are actual or potential power holders, but not all power holders are leaders.
9. **On what does commitment depend?**
   The elements are: Commitment must be freely assumed, Commitment has to be visible, and Credibility is needed.

10. Give the requirements of a responsible commitment

Preparation, Actual agreement, Performance

11. Give the two key elements of professionalism.

Knowledge of what to do, the discipline to do it

12. What is open door policy

An open door policy ensures every employee the right to communicate with senior management through a channel that is independent of the immediate supervisors.

13. What are peer review programs?

A three-member committee is formed with on executive and two peer members, who will hear the case of the affected employee and will a majority decision.

14. Define equality of sacrifice.

The equality of sacrifice states : "If everybody is suffering equally, you can move a mountain. But the first time you find someone goofing off or not carrying his share of the load, the whole thing can come unraveled".

15. How must a leader's vision be?

A vision, for effectiveness, should allegedly: appear as a simple, yet vibrant, image in the mind of the leader, describe a future state, credible and preferable to the present state, act as a bridge between the current state and a future optimum state, appear desirable enough to energize followers, succeed in speaking to followers at an emotional or spiritual level.

16. Define Innovation management

Innovation management is the process of managing innovations in organizations. The first stage in innovation is for someone to generate an idea. It is typically a technical insight into a product or process or thought about a service. In some cases ideas arises from observed problems either now or in the future. Ideas can also be stimulated by the goals of the organization or an opportunity that appears suddenly.

17. What are the new trends of HRM?

It has improved communication, speeded up the way work is done, decentralized work places, Enabled working from home and improved quality of work life. Understanding the use of right technology would help human resource managers make better use of the human resources.

18. Who is leader?

A leader is "a person who influences a group of people towards the achievement of a goal". A mnemonic for this definition would be 3P's - Person, People and Purpose.

19. Meaning of transformational leadership

Style of leadership in which the leader identifies the needed change, createsa vision to guide the change through inspiration, and executes the change with the commitment of the members of the group.

20. write the characteristics of good leader

Good leaders clearly communicate expectations

Good leaders keep the target stationary

Good leaders listen to the voices of those they lead.

21. What is the role of HR manager?

The role of the HR manager is Acquisition, Development, Motivation and Maintenance

22. What is knowledge management?

Knowledge management requires the organization to adapt to new knowledge. This is an era of knowledge boom. In this context, it is pertinent that the Following issues are taken care of. Knowledge based organization, Knowledge Creation, Knowledge Workers.

Unit II

Part – A

1. What is human resource planning?

It is the process by which an organization ensures that it has a right number and kinds of people, at the right place, at the right time, capable of effectively and efficiently completing the tasks that will help the organization to achieve its overall strategic objectives.

2. Mention the internal source of recruitment?

Organizations that promote within organization to identify current employees for job openings:

- by having individuals bid for jobs
- by using their HR management system
- by utilizing employee referrals
-

3. Give the relationship between engineers and scientists.

Scientists search for the meanings and relationships in nature, but engineers seek to create their own monuments. The common thread between them is 'the journey's end is never reached'.

4. Define self actualization.

Self actualization is attained when an individual attains the personal satisfaction of accomplishing a difficult task.

5. What do you mean by motive?

Consists of motivators – that provide a positive drive for accomplishment, Dissatisfies – that demotivate by their absence

6. Differentiate locals and cosmopolitans.

Locals	Cosmopolitans
Have traditional engineering attitudes	Scientists
Their careers are a succession of assignments where they dedicate themselves to solving the organization's problems	They measure their success in terms of boundaries of science.

7. What is burn out?

The phenomenon of job withdrawal is called burn out.

8. Define innovation in organizations

A convenient definition of innovation from an organizational perspective is given by Luecke and Katz (2003), who wrote:"Innovation . . . is generally understood as the introduction of a new thing or method . . . Innovation is the embodiment, combination, or synthesis of knowledge in original, relevant, valued new products, processes, or services".

9.Types of innovation

Scholars have identified at a variety of types of innovation, including for example:

Business Model innovation, Marketing innovation, Organizational innovation, Process innovation, Product innovation, Service innovation, Supply chain innovation.

10.What are the benefits of motivation?

Motivation makes the place run since it makes people run. Motivated people overcome great personal disadvantages to achieve impressive success. Motivation is the one that makes people persists, when they run into serious road blocks.

11.Define theory X.

Theory X was given by Taylor. It states that each worker is assigned a well-structured single repetitive task. They were assumed to have no feelings, unique abilities, or motivation. Workers were told precisely how to do their jobs and paid on a piece-work basis.

12.Define theory Y.

Theory Y was given by Douglass McGregor. It states that people are psychologically motivated to work and management should help and support rather than coerce them.

13.What are the two different dimensions of employee performance?

Task maturity, Relationship maturity

14Define Task Maturity.

Task Maturity deals with technical competence and is built throughout an employee's education and working career.

15.Define Relationship maturity.

Relationship maturity considers employees attitude towards their jobs and their management.

16.State the situational leadership strategy.

It states that managers should change their approach depending on the situation and the current needs of each of their people.

17. Give Burn's view on motivation.

People need appreciation, recognition and a feeling of accomplishment and the confidence that people who are important to them believe in them.

18. Define discipline.

Discipline means training to ct in accordance with rules, drill. It is an activity , exercise that develops or improves skill.

19. What is PSP?

PSP stands for Personal Software Process.

20. Give the Objective of PSP.

The main objective of PSP is to produce the highest quality software products at the earliest possible point in the development cycle.

21. What is technical competence?

Technical competence: Knowledge of, and skill in the exercise of, practices required for successful accomplishment of a business, job, or task.

22. State the goals of engineers.

Software Engineering Goals: Readability, Correctness, Reliability, Reusability, Extensibility, Flexibility, Efficiency

Unit III
Part A

1. **What is knowledge management?**
   Knowledge management involves recognizing, documenting and distributing Implicit and explicit knowledge in order to improve organizational performance There are two types of knowledge- Explicit knowledge, Tacit knowledge
2. **Mention various types of training?**
   - Employee Orientation
   - Apprenticeship
   - Safety
   - Coaching
3. **State the importance of talented professionals?**
   Talented people are said to be the organization's asset because they originate creative ideas, solve the key problems and produce the most successful products.
4. **How to identify talents of people.**
   If the people process the three characteristics Creativity, Originality, Independence, they can identify as a talented professional.
5. **List the major reasons for the failure of research directors.**
   Poor interpersonal relationships, Not appreciating the human factors, Lack of financial, profit or business orientation, Fail to establish goals, assessment programs and a follow-up discipline.
6. **List the attributes of researchers that would be good managers.**
   Ability to identify a problem, Willingness to accept responsibility, Good work habits, Integrity.
7. **List the advantages of the talent identification Process.**
   It is simple, inexpensive and timely, It reflects current job performance, It is equally effective for both technical and managerial candidates, It reflects the views of the managers.
8. **What is an assessment center?**
   The assessment center provides a practical and effective way to augment the immediate manager's judgment. It is used to evaluate high potential young managers by exposing them to several days of tests and exercises.
9. **List the 5 major topics used by employees to analyze their career options.**
   Choice between technical specialization and management, Understanding of the specific work, Understanding why one role is more important than the other.
10. **Give some examples of the kinds of exposures.**
    Participation of laboratory professionalism, A company-wide talk, Participation in reviewing papers, Work with a local university, Participation in occasional task forces
11. **Give examples of assignments.**
    A temporary assignment in research, A teaching sabbatical in school or college, A technical staff assignment, An educational fellowship to complete an advanced degree.
12. **How should management development be?**
    Management development should be interactive, back-and-forth process between outside educational programs and inside active experience.
13. **Give the reasons for counseling for employees.**
    Through a series of career counseling sessions an employee may understand that his talent is not being fully used in the present job. If a suitable position is not available within the organization he may opt to quit. He may take up another job elsewhere. The organization loses a good employee whereas the individual gains a better job. This is good for the

individual's career. Good career counseling can facilitate realistic expectations and reduce frustration.

14. How do you define talent?

A marked innate ability, as for artistic accomplishment Natural endowment or ability of a superior quality.

15. Why are lectures used to train employees?

This is one of the simplest and easiest techniques of off-the-job training. It is very useful to impart information about the rules, procedures and methods to be used on the job. It is cost effective as a large number of trainees can be trained at a time. However, as there is very little interaction from the trainees their involvement in the learning process may be low. Consequently, the training may not give the desired results. Lectures can be made more interesting with the use of audio visual aids. Trainers must make their classrooms more interactive. Trainees may be encouraged to participate actively through feedback and discussions

16. What are the key behavioral issues in knowledge management?

Key issues in KM are

Approach to KM

- What is Knowledge?
- What is Knowledge Management?
- Hierarchical VS. Organic KM
- Knowledge Management and Data Management
- Knowledge Management and Information Management
- KM and Culture

17. What is training?

Training is learning that is directed at bringing about a permanent change, that improves the person's ability to perform the job assigned. Training involves changing knowledge, skills and attitudes. It also involves changing social skills to suit organizational needs.

18. What is the importance of training and development?

Recruiters continuously search for the employee with the right ability-job fit. However, they are often confounded with the problem of having to select people with skills that fal far below the requirements of the job. The skill gap is reduced through training and development. With experience on the job the incumbent would be able to meet organizational expectations.

19. What is mentoring?

Employees who reach top jobs invariably have a mentor. This mentor is a part of the strategic group that decides the organizations goals. This group also directs employees actions towards accomplishment of the goals. The mentor is therefore in a position to steer the career of his protégé in the right direction. Mentors take keen interest in t development of their protégés. They closely observe their protégés, guide, and advice, criticize and encourage them.

20. What is off-the job training?

In this method, the training is done away from the workplace. There are a number of techniques used in this method of training. While some are very easy and use simple equipment some others are complex and require sophisticated equipments. Four popular off -the -job- training techniques are:□ Lectures, Films, Simulation, Programmed Instruction

21. What is learning organization?

A learning organization is one that understands the value of learning. It believes that learning is instrumental to achieving a competitive advantage. Learning is facilitated by the organization. Employees understand the need to acquire new knowledge. They know that knowledge up gradation is a continuous process that spans the whole of their career. They are willing to share this knowledge with other organizational members. This knowledge is used in performing the organizational roles.

22. What do you mean by organizational development?

Organizations are exposed to frequent changes. Change may affect the methods, technology, structure or relationships within the organization. Organizational development facilitates planned change. Essentially, it attempts to change the culture of the organization. This is possible only with the cooperation of the employees .One way of ensuring this is to involve them in the change process right from the start. There are several organizational development techniques that are commonly used

Unit IV
Part A

1. **What is the role of mentor?**
   - The mentor encourages, two-way communication, listening to ideas, or career concerns and respond appropriately, prepare schedule and assist to finish their deadline to meet.
   - Coach to work with mentee to identify skills, values and interests, evaluate and strategize to develop skills and qualities to achieve goals
   - Advice to give input options, opportunities available and clarify any misunderstanding
   - Network to develop the memory's contact and relationship to create opportunities
   - Advocate intervening on the mentoree’s behalf to resolve difficulties to create opportunities
2. **What is career advancement?**
   The term career refers the advancement in an organization. It has internal focus and external focus.The internal focus refers to the way an individual view his career.
   The external focus refers to the actual series of job positions by the individual exposed and how organization design and implement career development programmes.
3. **What is the key to recognizing successful innovations?**
   To start with a small system that is designed around an integrating concept. Users are then attracted by this concept and find it easy and convenient to use.
4. **When does reverse engineering happen in organizations?**
   It happens when an organization waits for somebody else to do the expensive pioneering and then attempts to improve on or extend their work.
5. **When an organization is called an innovative one?**
   An organization is called an innovative one when its management effectively motivates and supports its innovative people.

6. **Give the stages of creativity.**
   Insight, Preparation, Incubation, Illumination
7. **What role does verification play in creativity?**
   Verification is the final and often the most tedious part of the creative process.
8. **List the causes for the risk of failure in innovation.**
   Poor goal definition, Poor alignment of actions to goals, Poor participation in teams, Poor monitoring of results, Poor communication and access to information
9. **Identify the needs of an effective team?**
   An effective team honors the individualism of its members, but acts as a unit. All the members are encouraged to contribute their knowledge to the overall effort.
10. **Give the types of Organizational Structure.**
    The official, the individual, the private.
11. **What do you mean by the official structure?**
    The official structure describes how things are supposed to work according to the organizational charts and the procedure manuals.
12. **What do you mean by the private structure?**
    The private structure concerns the social relationships among the team members. Each group has a spokesperson who speaks up for the members.
13. **Give the three main groups.**
    Work group, Process group, The combat group.
14. **Define work group.**
    The work group has no major internal conflicts, good communication between members, and a positive atmosphere.
15. **Define process group.**
    Groups with internal conflicts are called process groups.
16. **Define combat group.**

Regardless of its internal problems , this group loyally closes ranks and directs all its energies to defending itself from an external attack.

17. List the four team styles.

The closed group, The random group, The synchronous group, The open group

18. Define synergism.

A state in which two or more things work together in a particularly fruitful way that produces an effect greater the sum of their individual effects. Expressed also as "the whole is greater than the sum of its parts."

19. Identify the needs of creative teams

Talent, Passion, Trust, Respect, Power, Growth, Leadership.

20. Differentiate innovation and imagination

IMAGINATION: a mental image of something not present to the senses or never before wholly perceived in reality = Belief in Self + Recognition: Existing Solutions do not Work
INNOVATION: the result of using creative acts to produce something unique = New Product, Process, Set of Practices, or System Introduced + Assimilated +Institutionalized.
Innovation is the practical application of imagination; or imagining, capturing, developing and implementing new ideas. It can be described as positive change resulting in new products, services, strategies or processes; or as developing a systemic approach for generating, capturing and commercializing new ideas.

21. How can a mentor develop his protégé

Mentors take keen interest in the development of their protégés. They closely observe their protégés, guide, and advice, criticize and encourage them. Mentoring facilitates promotions from within. As the protégé develops under the guidance of a senior he would be suited for higher positions. Failures are almost avoided, as the protégé would have learnt most of what he needs to know. He would even have performed several of the tasks under the direct supervision of his mentor

22. What are intrinsic rewards?

Intrinsic rewards are self-generating. Intrinsic rewards are those that the employee gets for doing something that he desires to do. These may result from the job that the employee does. Organizations of the day use job enrichment, job rotation, and greater responsibility. These help to make jobs challenging.

Unit V
Part A

1. **State the reason for employee demotion and transfer?**
   wants to punish, but does not wish to dismiss the employee as he is capable of doing a good job.
   • Desires to warn the employee and force him to correct himself.
   • Cannot legally dismiss an employee from service.
   • Feels that dismissing the employee may not be ethical.
   • Wants to warn other employees that such behavior will not be tolerated.
2. **Why is performance evaluation done in organization?**
   There are three purposes
   - It is used as a basis for allocating rewards. Decisions about salary increases, Promotions and other rewards are the fallouts of the performance evaluation.
   - The appraisal could be used to identify areas where development is necessitated. It helps the evaluator to determine those individuals who lack the skill or knowledge to do a good job.
   - The performance appraisal can also be used as a criterion to validate selection devices and training and development programs
3. **What are award Plans?**
   Award plans seek to meet the employee's need for recognition and thus facilitate self-actualizing performance.
4. **Define incentive plan.**
   Incentive programs aim more fundamental demands for sustenance and comfort. They can be used to simulate peripheral behavior
5. **What is the advantage of recognitions programs?**
   When a reasonably large portion of the population knows that the efforts of the employees are recognized, they will continue their creative work, and the organization will continue to improve.
6. **What are the categories of Incentives?**
   Incentives into three broad classes: Remunerative incentives, Moral, Coercive incentives.
7. **What do you mean by Remunerative Incentives?**
   Remunerative incentives (or financial incentives) are said to exist where an agent can expect some form of material reward — especially money — in exchange for acting in a particular
8. **What do you mean by moral incentives?**
   Moral incentives are said to exist where a particular choice is widely regarded as the right thing to do, or as particularly admirable, or where the failure to act in a certain way is condemned as indecent. A person acting on a moral incentive can expect a sense of self-esteem, and approval or even admiration from her community; a person acting against a moral incentive can expect a sense of guilt, and condemnation or even ostracism from the community.
9. **What do you mean by Coercive incentives?**
   Coercive incentives are said to exist where a person can expect that the failure to act in a particular way will result in physical force being used against them (or their loved ones) by others in the community — for example, by inflicting pain in punishment, or by imprisoning her, or by confiscating or destroying their possessions.
10. **Define Rewards.**
    A reward is that which is given following the occurrence of a behavior with the intention of acknowledging the positive nature of that behavior, and often with the additional intent of encouraging it to happen again.
11. **Give examples of awards.**
    There are two kinds of Awards, extrinsic and intrinsic.
12. **Define Extrinsic rewards.**
    Extrinsic rewards are external to, or outside of, the individual; for example, praise or money.
13. **Define Intrinsic rewards.**

Intrinsic rewards are internal to, or within, the individual; for example, satisfaction or accomplishment.

14. Who can qualify for an award?

To qualify for an award, the achievement should be clear, significant, worthy of special recognition, and reasonably consistent with other awards for similar achievements.

15. How do you recognize employees?

In spite of the best efforts of the employer to select good employees and maintain them well, employees may create problems in the work place. Such problems affect their performance as well as the performance of other employees. In effect it would affect the efficiency and effectiveness of the organization. Common problems include absenteeism, frequent quarrels with other employees, refusal to accept work related orders, alcoholism and drug abuse, non-compliance with safety measures etc. These problems are viewed seriously. Every organization has rules and standards of accepted work behavior. Most employees exercise self-discipline. They are well within the requirements prescribed. Normally, employees do not desire to be isolated. Therefore, they prefer to meet the expectations of the organization

16. What is Leniency Error in evaluation process?

Leniency Error

Every evaluator has a value system against which appraisals are made. When compared to the actual performance some evaluators mark their subordinates high while some others mark their subordinates low. This is what we refer to as leniency errors. The former is a typical case of positive leniency error and the latter a negative leniency error. When the evaluator is positively lenient in the appraisal, the subordinate's performance is seen as better than the actual performance. It is rated much higher than it actually should be. Similarly, in a negative leniency error the performance of the subordinate is not given due recognition. The evaluator gives the subordinate a low appraisal than what he deserves.

17. What is individual ranking?

Individual ranking

In the individual ranking method, the evaluator lists the employees in an order from highest to lowest. Therefore there is only one "best" employee. Similarly, no two employees get the same rank. This method assumes that the difference between the first and second employee is the same as that between the third and the fourth employee. The individual ranking method has the same advantages and disadvantages of the group order ranking method.

18. Give any five learning objectives?

Define performance appraisal.

- Substantiate the need for performance appraisal.
- Explain the different approaches to evaluation.
- Understand the methods of evaluation.
- Appreciate the need for performance control.

17. What is performance appraisal?

The organization must achieve its goals. This depends on whether the individual employees are able to achieve their individual goals. Therefore, it is important to make a periodic evaluation of how successful each individual employee is in achieving his individual goals. Performance appraisals help to assess individual accomplishments. It is a very important role of the human resource manager.

19. What are the three approaches by managers for conducting performance appraisals?

Absolute standards, Relative standards and Objectives.

20. What are the absolute standards appraise the employee individually?

Essay appraisal

- Critical incident appraisal
- Checklist
- Graphic rating scale
- Forced choice and
- Behaviorally anchored rating scales

21. How the industrial disputes are handled by the company?

The appropriate Government may, by notification in the Official Gazette, constitute one or more Labor Courts for the adjudication of industrial disputes. A Labor Court shall consist of one person only to be appointed by the appropriate Government. A person cannot be qualified for appointment as the presiding officer of a Labor Court, unless:

- He is, or has been, a Judge of a High Court; or
- He has, for a period of not less than three years, been a District Judge or an Additional District Judge; or
- He has held any judicial office in India for not less than seven years; or
- He has been the presiding officer of a Labor Court constituted under any Provincial Act or State Act for not less than five years.

22. What the industrial Dispute Act says?

The Industrial Disputes Act, 1947

The industrial disputes act aims at smooth settlement of disputes arising during the course of work Let us see the authorities, who are entrusted with settling disputes amicably. The authorities are:

- Works Committee
- Conciliation officer:
- Boards of Conciliation
- Courts of Inquiry
- Labor Courts
- Tribunals
- National Tribunals

PART-B

UNIT-I

1. Bring out the application of computer in HR function?

COMPUTERS AND HUMAN RESOURCES MANAGEMENT

In a people-oriented business such as hospitality, computers can allow managers to become more people oriented. Though guest service is something that only your people can do, automation gives you more time to focus on the heart of your business: the guest! Recall that in the first chapter we said that sound human resources skills and tools would allow you to maintain your commitment to high-quality products and excellent service. Computers should be thought of as simply another human resources management tool, like your development program, your placement process, or EAP, which when used properly, can help you maximize the quality of the products and services you offer.

The ultimate purpose of the computer for hospitality managers is to improve the quality of the service. It achieves its purpose by freeing you from time-consuming paperwork and giving you more time to interact with your guests. The speed at which information can be processed and reported expedites decision making. The advances in desktop publishing serve to improve communications throughout the hospitality organization. E-mail and improved accessibility to the World Wide Web (WWW) for information make the human resources arena function even more effectively. The "Information Age" surrounds us and in the twenty-first century is an integral part of our everyday lives as managers with human resources responsibilities in the hospitality industry.

With the use of multimedia PCs, many organizations have a structure that allows the employee the ability to handle many of the routine administrative tasks that were once handled by human resources. These self-service applications allow employees to conduct a wide range of human resources functions from a simple change of address to benefits enrollment to development through an online training program . When companies design information systems that allow employees to perform more HR functions for themselves, the managers with human resources responsibilities have more time to focus on the more strategic components of their jobs such as planning, coaching, and counseling, ultimately making them a more effective partner in management decision making.

Computers, with their enormous capacity for storing, maintaining, and retrieving information in a usable format have helped human resources departments in becoming the information center for hospitality organizations. What could be more important to management decision making than information about the hospitality organization's most critical resource, its people? Which department is responsible for information on people? The human resource department, division, office, manager: wherever and whoever in your hospitality organization assumes the human resources responsibilities.

The computer is not a substitute for managerial expertise and experience, but it does have the capability of providing valuable analytical data and decision-support information to improve your effectiveness when carrying out human resources responsibilities.

What the Computer Can Do

Computers support you as a manager as you carry out your human resources responsibilities by performing a variety of time-consuming tasks. For example, much of the work in the human resources office is clerical in nature. Many of the routine tasks can be automated, reducing the number of individuals required for these tasks. Think back upon the human resources functions that we have discussed. Select any one of those functions and think through the amount of information gathering and paperwork that goes into the successful completion of that particular human resources function. Perhaps, if your hospitality organization is very small, the amount of time spent in clerical tasks will not seem too overwhelming. The larger the hospitality organization, however, the greater the complexity of the data gathered and, more importantly, the greater the chance for error.

In large corporations, one of the biggest problems is the maintenance of a current data file on all of your people. If there is a backlog in information gathering, or even in the recording of the information, inappropriate decisions could be made. For example, budgeting and the control of expenses are vital to the financial success of each department within a hospitality operation. Though it is senior management's responsibility to prepare the departmental budgets, it is the manager with human resources responsibilities who should be preparing each department manager within the operation to control those budgets through the use of the computer.

The technology exists today to actually make an office paperless. That means no post-notes, no notepads, no phone rolodex, no day planner. Human resources functions such as recruitment, hiring, performance appraisals, compensation, and benefits administration and training can all be done without paper. Though no paper might sound somewhat intimidating at first, there are several benefits you might want to consider before rejecting this idea:

* Increased storage efficiency
* More cost-effective
* Saves time
* Improves the accuracy of data
* Maintains the security of data
* Improves workplace communication

1. **Elucidate the evolution of HRM.**

   Human Resource Management: Human Resource Management in its simplest definition means management of organization's manpower or workforce or human resources.

   Evolution of HRM

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

   Period before industrial revolution – The society was primarily an agriculture 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 channel were limited.

   Period of industrial revolution (1750 to 1850) – Industrial revolution marked the conversion of economy from agriculture based to industry based. Modernization and increased means if 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 industrial revolution was growth of Labour Union (1790) – The works working in the industries or factories were subjected to long working hours and very less wages. With growing unrest , workers across the world started protest and this led to the establishment of Labour unions. To deal with labour issues at one end and management at the other Personnel Management department had to be capable of politics and diplomacy , thus the industrial relation department emerged.

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 release during this period is presented below:

Frederick W. Taylor gave principles of scientific management (1857 o 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 Hawthrone experiment shifted the focus of Human resource from increasing worker’s productivity to increasing worker’s efficiency through greater work satisfaction.

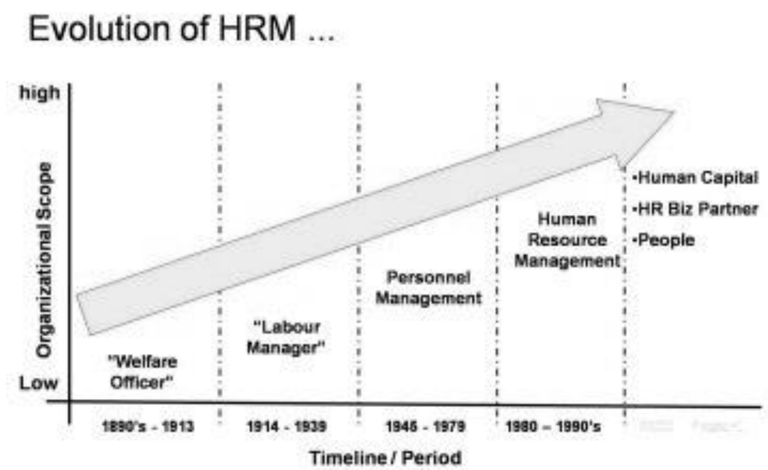
Douglas McGregor Theory X and Theory Y (1960) and Abraham Maslow’s Hierarchy of needs (1954) – These studies and observations led to the transition from the administrative and passive Personnel Management approach to a more dynamic Human Resource Management approach which considered workers as a valuable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

As a result of these principles and studies , Human resource management became increasingly 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.

Strategic Human Resource Management Approach

With increase in technology and knowledge base industries and as a result of global competition Human Resource Management is assuming more critical role today . Its major accomplishment is aligning individual goals and objectives with corporate goals and objectives. Strategic HRM focuses on actions that differentiate the organization from its competitors and aims to make long term impact on the success of organization.



2. Compare transformational leadership and transactional leadership.

Transactional Leadership

Transactional leadership styles are more concerned with maintaining the normal flow of operations. Transactional leadership can be described as "keeping the ship afloat." Transactional leaders use disciplinary power and an array of incentives to motivate employees to perform at their best. The term "transactional" refers to the fact that this type of leader essentially motivates subordinates by exchanging rewards for performance.

A transactional leader generally does not look ahead in strategically guiding an organization to a position of market leadership; instead, these managers are solely concerned with making sure everything flows smoothly today.

Transformational Leadership

A transformational leader goes beyond managing day-to-day operations and crafts strategies for taking his company, department or work team to the next level of performance and success. Transformational leadership styles focus on team-building, motivation and collaboration with employees at different levels of an organization to accomplish change for the better. Transformational leaders set goals and incentives to push their subordinates to higher performance levels, while providing opportunities for personal and professional growth for each employee.

Advantages

Both leadership styles are needed for guiding an organization to success. Transactional leaders provide distinct advantages through their abilities to address small operational details quickly. Transactional leaders handle all the details that come together to build a strong reputation in the marketplace, while keeping employees productive on the front line.

Transformational leadership styles are crucial to the strategic development of a small business. Small businesses with transformational leaders at the helm shoot for ambitious goals, and can they achieve rapid success through the vision and team-building skills of the leader.

Applications

Different management styles are best suited to different situations. When it comes to front-line supervisors of minimum-wage employees, for example, a transactional leadership style can be more effective. Shift supervisors at a fast food restaurant will be much more effective if they are concerned with ensuring all of the various stations run smoothly, rather than spending their time thinking up better ways to serve hamburgers.

On the other hand, CEOs or sales managers can be more effective if they are transformational leaders. Executive managers need the ability to design and communicate grand strategic missions, passing the missions down to transactional leaders for implementation of the details.

3. Explain the impact of technology on the way people work.

Technology affects the way human resource management works. It has improved communication, speeded up the way work is done, decentralized work places, enabled working from home and improved quality of work life. Understanding the use of right technology would help human resource managers make better use of the human resources.

Recruitment

The traditional methods of indicating job postings through advertisements, campus recruitments and postings on the organization's notice boards are largely supplemented by e-recruitment initiatives. Job postings on the organization's web sites and the web sites of prominent recruiting agencies are quite common. You would have seen a few such postings on the websites of your organization as well as many others. You might have also seen the job listings on familiar sites like, jobs.com or naukri.com.

Such postings help human resource managers to access a larger number of potential applications. Several organizations prefer an electronic resume to a hard copy of the resume. Electronic resumes can be instantly scanned for relevant information. Sometimes the organization may get a large number of applicants. They may have a standard format for filing applications, which can be screened later on defined parameters.

E- Filing of applications may be therefore encouraged. An initial list of potential job applicants can be obtained quickly.

Selection

Every organization desires to have well qualified employees to fit the jobs available. However, such people are always in short supply. Most organizations not only require technical expertise but also good team spirit and ability to work long hours under stress.

Training and Development

Technology has changed most of the training and development initiatives of the organization. Career management and development is an integral part of these initiatives.

Several institutions offer on-line courses. By using the new techniques of training, the organization is not only able to make the training interesting, flexible, and accessible to all, it also ensures that employees are available on their job even while training. Thus, the organization saves related costs.

Motivation and Maintenance

Employee retention is increasingly difficult. Technology has helped employees keep current. They are therefore able to find good jobs. Simultaneously, they have become sensitive to what the job market pays others for similar jobs. They are willing to hop jobs when they experience inequity. Organizations are forced to extend competitive pay packets, incentives and benefits. The employee is better rewarded than the past. New incentives like stock options, flexible work times, exclusive club membership etc are some examples of reward trends.

4. Why should the organization be conscious of workplace diversity?

As workforce demographics shift and global markets emerge, workplace diversity inches closer to becoming a business necessity instead of a banner that companies wave to show their commitment to embracing differences and change. Employees reap tangible and intangible benefits from workplace benefits, not the least of which include respect from co-workers and business gains.

Mutual Respect

Workplace diversity fosters mutual respect among employees. Whether employees work in groups or teams comprised of co-workers with varied work styles, or colleagues who represent different cultures or generations, a synergistic work environment become the norm. Although an idyllic atmosphere may be difficult to achieve, employees nevertheless recognize the many strengths and talents that diversity brings to the workplace and they gain respect for their colleagues' performance.

Conflict Resolution

Conflict inevitably occurs in the work environment. However, employees who acknowledge others' differences often also find similarities, particularly when there are common goals -- production and quality. Respect for co-workers either reduces the likelihood of conflict or facilitates an easier road to conflict resolution. The ability to resolve workplace conflict minimizes potential liability for employee complaints that would otherwise escalate to formal matters, such as litigation. Workplace diversity preserves the quality of employees' relationships with their co-workers and their supervisors.

Business Reputation

Diversity in the workplace is important for employees because it manifests itself in building a great reputation for the company, leading to increased profitability and opportunities for workers. Workplace diversity is important within the organization as well as outside. Business reputations flourish when companies demonstrate their commitment to diversity through aggressive outreach and recruiting efforts. An organization known for its ethics, fair employment practices and appreciation for diverse talent is better able to attract a wider pool of qualified applicants. Other advantages include loyalty from customers who choose to do business only with companies whose business practices are socially responsible.

Job Promotion

The importance of workplace diversity cannot be overstated when it comes to an organization's ability to reach markets in foreign countries. The appeal of global markets creates two kinds of opportunities for employees: opportunities for promotion and employee development. A global marketplace opens doors for employees with diverse language skills and multicultural understanding to build global profit centers. Employees interested in learning multinational business strategy and who are available for possible expatriate assignments may also find new and challenging career opportunities.

Increased Exposure

A diverse workplace offers more than exposure to employees from different cultures and backgrounds. Employees learn from co-workers whose work styles vary and whose attitudes about work varies from their own. This is particularly true for employees within multigenerational work environments. Traditional-generation workers learn new technology and processes from workers who belong to the tech-savvy Millennial generation. Likewise, Generation X employees learn from exposure to the assertive, go-getter work ethic typical of many Baby Boomers.

5. "Ensuing work life balance is an important role of the human resource manager."

Substantiate.

Another issue that needs to be considered is how many employees does the organization really need? Manpower assessment may tell the organization that it is overstaffed. In which case it needs to eliminate some jobs in order to ensure efficiency.

This process is called downsizing. You may recall the introduction of computerization in public sector bank. Most banks realized that they had surplus staff. Through attractive voluntary retirement schemes they were able to cut down the number of employees. Downsizing is an important strategy.

It does not mean that the organization will not recruit new staff if there is a need to. However, downsizing is looked on suspiciously. Organizations prefer to go for rightsizing. This is the process of linking employee requirements to organizational goals. Rightsizing recognizes the need to opt for services. From others whenever it is advantageous. Outsourcing is another technique used these days. Organizations send work to another organization. This latter organization does the work through its employees. It helps the organization to be flexible and hence capable of adapting to changes in the environment.

Today's workforce finds it fairly difficult to balance the pressures of work along with pressure of the family. Employees often find it impossible to cut off from work even after a hectic eight-hour schedule. They are forced to stay longer hours to meet ever-pressing deadlines. Sometimes they even have to carry work home and work through the night to be in time for a deadline. Such work can be extremely stressing and severely affect the health and family life of employees. The problem is more acute when the employee's spouse also works. Taking care of the home, spouse, children and extended family inevitably becomes difficult.

Dual career couples working in the Business Process Outsourcing organizations find it extremely difficult to meet social obligations. This is because they work right through the night whereas others may be working through the day. Over a period of time such mismatches can create loneliness, if the employee does not find ways of balancing it.

Another trend that is noticed is the increasing importance that the job gets over the family. This is quite absurd as the job cannot be in competition with the employee's family or vice versa. What is important is that the employee must know to give each its due importance. Understanding this, organizations allow employees flexible work hours.

A case in point is Satyam Computers. At Satyam Computers associates work flextime.

A family club at the technology center enables the association and their families to spend weekends together. Xansa also has flexible timings to help employees balance their work and family. It observes family friendly Fridays and has a family friendly website. In addition, it has adoption and parental leaves to help employees spend time with their families.

6. Explain why employee involvement is crucial to success of the organization?

Employee involvement is increasingly recognized as important for success. This is made possible through delegation, participative decision-making, emphasizing teamwork, and empowerment. The work place usually demands the employee to multitask.

Often this requires each employee to delegate a part of his authority to another employee. Such an arrangement expects a certain degree of multi skills, with employees. Only then, will they be able to make decisions, shoulder responsibility and execute work. This is an important issue for most organizations of the day. Concepts like decentralization, delegation, participative management, management by objectives and empowerment of employees are gaining acceptance. A lot of interest is shown in developing employee's involvement. Employees are given more responsibilities than a decade before. They are given authority to make decisions in matters concerning their work. Therefore, they have greater access to information. Work teams are engaged in complex projects requiring multi skills. These teams are focused on the goals. Time is an important factor. Business is made or lost within seconds. Only people can make it happen at the right time.

You may recall the first mover advantage that Amazon.com has. 3M is another success story. The innovative mindset and creativity of people behind it, is history now. Look at the Dabbawalas closer home. The extent of involvement that goes into the business is unimaginable. Their success too! There is no doubt that today's business relies a lot on the loyalty and commitment of its employees. The spirit of commitment must permeate through all levels of the hierarchy.

Empowerment is a relatively new concept. Organizations understand the need to empower their employees. Empowerment gives employees the freedom to take all such action that is required to achieve their goals. Empowerment gives employees control over their actions. Therefore, they are more responsible. Goal accomplishment is faster.

Ensuring employee involvement is the responsibility of the human resource managers. They need to have leadership skills to steer employees towards success. They must also be supportive of employees.

They must be able to plan appropriate training for employees. Employee involvement requires the employees to work in teams. Therefore, they need good interpersonal skills, decision-making skills and ability to shoulder responsibility. Any training must center on these key issues.

7. Describe how organizations manage manpower issues.

Organizations are often faced with the problem of managing their manpower. At times, manpower is in abundant supply. At other times, it is in short supply. What decisions do they make under these circumstances? Let us see each of these separately.

High Attrition:

Manpower trends are fairly difficult to predict. Since the 1990s most organizations required highly skilled manpower to fill job vacancies. A sizeable number of these organizations are knowledge based. The recruits in these organizations are fairly young and mobile. Most job positions are available across the globe. The younger workforce finds these global job positions attractive. They prefer to move jobs whenever the prospects are bright. Consequently, there is a relatively high level of attrition in knowledge-based organizations. However, organizations have been able to manage new recruits with reasonable success. How is it possible? India has a fairly large educated population. Therefore, the labor market is faced with a large supply of manpower. With a little training, most organizations are able to develop the skill sets required. Post Independence, there is a growing number of women entering the workforce. They are a new source of manpower. They are recognized to be talented and skilled. Being better in people management skills, they are even preferred in some job positions. We see women and men in the forty plus age group quitting jobs.

The phenomenon is more pronounced in the case of women. While some of these individuals remain young retirees, others move on to set up their business, take up freelance consulting or do voluntary work. A fraction of the latter group is thus still available as manpower supply, but probably at a different level. There is a rising trend of individuals continuing to work post retirement. They find pension or other income insufficient to meet expenses.

They are therefore, forced to find new employment. Even in the case of individuals with good post retirement benefits or alternate income, the trend is similar. These individuals feel that the current retirement age of fifty- eight or sixty, to be too early to give up an active employed life.

Yet, they have to retire at the superannuating age. Some are reemployed in the same organization as advisors or consultants under special employment rules. Others are forced to seek alternate employment elsewhere. It is obvious that there is a growing graying population seeking employment. They add to the supply of skilled and experienced manpower.

Attrition is pronounced in the knowledge based organizations. It is however prevalent in other industries and services too. Manufacturing, construction, health and teaching are a few that are affected badly. It is predicted that within the next decade, it would, be impossible to find suitable substitutes to replace retirees in top jobs. The situation is perhaps no different at other levels of the hierarchy.

Managing Contingent Workforce

A common method of cost cutting is to have a large number of contingent workers on the rolls. Organizations, world over are converting a large number of their permanent jobs into temporary or part-time positions. Contingent workforce is found not only in blue-collar positions but also in white-collar ones.

A contingency workforce consists of part-time, temporary and contract workers.

They are used whenever there is a mismatch between the workforce available in the organization and the workforce actually required to do the jobs. This may be a temporary situation arising out of an increase in business or because of attrition. Rather than lose business or wait until a permanent worker is recruited, the organization may ideally recruit contingent workers. Contingent workers normally perform work not usually done by existing permanent employees.

8. What are the issues in knowledge management?

With the coming into existence of knowledge based organizations, there is a noticeable shift from manufacturing to service based organizations. The information age of the 1970s was witness to the rise in number of knowledge workers. These workers are engaged in jobs involved with the acquisition and application of information. They do professional jobs. Sometimes, they are technologists.

Knowledge workers are fairly competitive. Managing knowledge workers is a lot more difficult. Human resource management practices have therefore had to accommodate the peculiarities associated with employing a sizeable number of knowledge workers. The process of managing knowledge workers is still evolving. Organizations are able to understand the need to continuously upgrade their management practices to stay competitive. Failure to do so would force the organization to face high attrition. An organization cannot survive unless it innovates.

Therefore, creativity and innovation need to be encouraged. Understanding, the role of innovation and creativity in the success of the organization, there is a lot of interest to encourage employees to think differently.

Even workers on the shop flow are encouraged to put up new ideas to the top. These are then worked upon to improve the product/service or processes. Employees are also given due recognition for it and any cost savings is ploughed back to them proportionately. What is the role of the Human resource manager in knowledge management? The Human resource managers must take a proactive role to ensure that creativity is encouraged and duly recognized.

Both employees and top management must understand the power of creativity. At Infosys original thinking is encouraged. Every year employees under age thirty make presentations about how to improve the organization. It encourages new ideas. To encourage innovation, the freewheeling open environment encourages discussions and debates. These ideas are then translated to marketable products or services. The organization is able to thereby leverage innovation through system and processes. The cycle time is reduced and rewards thereby maximized.

10. How can a leader develop professionalism in his performance and that of his followers?

Technology affects the way human resource management works. It has improved communication, speeded up the way work is done, decentralized work places, enabled working from home and improved quality of work life. Understanding the use of right technology would help human resource managers make better use of the human resources. Let us now see, the impact of technology on human resources management activities.

Recruitment

The traditional methods of indicating job postings through advertisements, campus recruitments and postings on the organization's notice boards are largely supplemented by e-recruitment initiatives. Job postings on the organization's web sites and the web sites of prominent recruiting agencies are quite common. You would have seen a few such postings on the websites of your organization as well as many others. You might have also seen the job listings on familiar sites like, jobs.com or naukri.com. Such postings help human resource managers to access a larger number of potential applications. Several organizations prefer an electronic resume to a hard copy of the resume. Electronic resumes can be instantly scanned for relevant information. Sometimes the organization may get a large number of applicants.

Selection

Every organization desires to have well qualified employees to fit the jobs available. However, such people are always in short supply. Most organizations not only require technical expertise but also good team spirit and ability to work long hours under stress. The BHEL shortlists the eligible candidates and issues them an E- hall ticket for the technical test.

E-Selection also helps the organization administer psychological testing instruments, which help them understand whether the employee is suited to the organizational culture. It is beneficial where the number of applicants is large. By simple online tests, undesirable applicants can be weeded out. For eg., Thought Works expect their prospective developers to code a problem and e – mail it to them. They believe that a resume cannot test the software development skills of an applicant. This coding test helps them to decide who should be called for an interview.

Selection time can be reduced to a large extent by resorting to E- selection. Moreover

it is possible to easily add on other parameters like graduate scores, weights for experience, preferred posting areas etc. to shortlist the most suitable job applicant.

Training and Development

Technology has changed most of the training and development initiatives of the organization. Career management and development is an integral part of these initiatives.

Several institutions offer on-line courses. Employees are encouraged to take these courses. The NSE conducts a course titled "certification in financial markets '' through the courses. The NSE conducts a course titled "certification in financial markets '' through the

Internet. Some financial service providers require their employees to complete this course to continue their jobs.

The BSE Training Institute, also known as BTI, runs a three month part time “certificate program on capital markets’’, jointly with the Jamnalal Bajaj Institute of Management Studies. It is a popular program directed at training individuals who are desirous of improving their job prospects in the Indian financial markets. These courses are made possible because of the Internet. The intranet is also used widely by organizations to hone the skills of employees.

Motivation and Maintenance

Employee retention is increasingly difficult. Technology has helped employees keep current. They are therefore able to find good jobs. Simultaneously, they have become sensitive to what the job market pays others for similar jobs. They are willing to hop jobs when they experience inequity. Organizations are forced to extend competitive pay packets, incentives and benefits. The employee is better rewarded than the past. New incentives like stock options, flexible work times, exclusive club membership etc are some examples of reward trends.

Human resource managers must sensitize employees to the need to use technology for improving the way of working. Employees must be encouraged to participate in technological changes. They must be helped to develop the right attitude to willingly

adopt these changes Internet. Some financial service providers require their employees to complete this course to continue their jobs .The BSE Training Institute, also known as BTI, runs a three month part time “certificate program on capital markets’’, jointly with the Jamnalal Bajaj Institute of Management Studies.

It is a popular program directed at training individuals who are desirous of improving their job prospects in the Indian financial markets. These courses are made possible because of the Internet. The intranet is also used widely by organizations to hone the skills of employees. Short courses are offered on the intranet. Technical knowledge updates are also posted on the intranet. It facilitates learning. This is especially useful to professionals who need to update their knowledge consistently to remain competitive on their jobs.

Motivation and Maintenance

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11.Discuss about Work Place ethics.

Work place ethics

Ethics prescribes rules or principles that define right and wrong conduct. Many a times it is difficult to classify behavior into right or wrong. An organization may prepare and circulate a code of ethics to its entire employees. This is a formal document that lays down the values and ethical rules that have to be observed by organizational members. It specifies the broad framework of acceptable ethical behavior.

Therefore, it reduces ambiguity. Human resource managers must be able to make employees understand the importance of work ethics. They must ensure that the code of ethics is communicated.

All employees must understand it. They must ensure that all employees strictly adhere to the code. Non-compliance must be punished. This will deter other employees from breaking the code. A well-grounded code of ethics is instrumental in disseminating corporate values and fostering the spirit of corporate citizenship. With advancement in technology new ethical issues are surfacing.

Employee surveillance is an ethical dilemma for today's human resource managers. While free access to the Internet is given, organizations prefer to watch out on their employees. This is essentially a reflection of the desire to control undesirable conduct of employees. Some organizations restrict access to the Internet while others block mails to some web sites. Others track the employees' visits to web sites. However, employees may view such actions as an invasion into their privacy.

Employee relations may get strained. This is not desirable. Yet, can the employees be given absolute freedom to use the Internet according to their discretion? Perhaps not as many employees may waste work hours surfing web sites, sending private e-mails or chatting. As this increases costs to the organization, it may not be absolutely wrong to have some checks. Of course, it has to be done ethically. As the Internet and intranet become used frequently, for formal communication, employees and their organizations must be watchful of legal issues. E-mails with undesirable messages force the organization into a legal battle.

12. Discuss in detail about employee involvement.

Employee involvement is increasingly recognized as important for success. This is made possible through delegation, participative decision-making, emphasizing teamwork, and empowerment. The work place usually demands the employee to multitask. Often this requires each employee to delegate a part of his authority to another employee. Such an arrangement expects a certain degree of multi skills, with employees. Only then, will they be able to make decisions, shoulder responsibility and execute work. This is an important issue for most organizations of the day. Concepts like decentralization, delegation, participative management, management by objectives

and empowerment of employees are gaining acceptance. A lot of interest is shown in developing employee's involvement. Besides shouldering responsibility, employees are also expected to participate in the decision making, when employees participate in decision making, they are able to comprehend requirements of the work better, obtain more information and plan action based on requirements of the organization. Thus, they become more responsible. Quality of the decision is better as it is more realistic. Decisions are usually translated into action. This is because employees feel the need to ‘make it happen’ as they have been a part of the decision-making. Today’s, workplace usually requires employees to work in teams. Employees need to be able to move with team members. Often the team members may have different skills, come from different backgrounds and have different expectations. These must be managed sensibly to the advantage of the organization. This needs good leadership. When employees are able to bond with their team, it results in synergy and the goals are easily accomplished.

UNIT-II

1. Explain the methods of forecasting human resource requirement in an organization?

Human Resource Demand Forecasting depends on several factors, some of which are given below.

- Employment trends;
- Replacement needs;
- Productivity;
- Absenteeism; and
- Expansion and growth.

There are number of techniques of estimating/forecasting human resources demand:
(a) Managerial Judgement
(b) Work Study Technique
(c) Ratio-trend Analysis (d) Econometric Models
(e) Delphi Model
(f) Other Techniques

(a) Managerial Judgement: Managerial judgement technique is very common technique of demand forecasting. This approach is applied by small as well as large scale organisations. This technique involves two types of approaches i.e. 'bottom-up approach' and 'top-down approach'. Under the 'bottom-up approach', line mangers send their departmental requirement of human resources to top management. Top management ultimately forecasts the human resource requirement for the overall organisation on the basis of proposals of departmental heads. Under the Top-down approach', top management forecasts the human resource requirement for the entire organisation and various departments. This information is supplied to various departmental heads for their review and approval. However, a combination of both the approaches i.e. 'Participative Approach' should be applied for demand forecasting. Under this approach, top management and departmental heads meet and decide about the future human resource requirement. So, demand of human resources can be forecasted with unanimity under this approach.
(b) Work-Study Technique: This technique is also known as 'work-load analysis'. This technique is suitable where the estimated work-load is easily measureable. Under this

method, estimated total production and activities for a specific future period are predicted. This information is translated into number of man-hours required to produce per units taking into consideration the capability of the workforce. Past-experience of the management can help in translating the work-loads into number of man-hours required. Thus, demand of human resources is forecasted on the basis of estimated total production and contribution of each employee in producing each unit items. The following example gives clear idea about this technique.

Let us assume that the estimated production of an organisation is 3.00.000 units. The standard man-hours required to produce each unit are 2 hours. The past experiences show that the work ability of each employee in man-hours is 1500 hours per annum. The work-load and demand of human resources can be calculated as under:

Estimated total annual production = 300000 units

- Standard man-hours needed to produce each unit = 2 hrs
- Estimated man-hours needed to meet estimated annual production (i x ii) = 600000 hrs
- Work ability/contribution per employee in terms of man-hour = 1500 units
- Estimated no. of workers needed (iii / iv) = 600000/1500 = 400 units

The above example clearly shows that 400 workers are needed for the year. Further, absenteeism rate, rate of labour turnover, resignations, deaths, machine break-down, strikes, power-failure etc. should also be taken into consideration while estimating future demand of human resources/ manpower.

(c) **Ratio-Trend Analysis:**

Demand for manpower/human resources is also estimated on the basis of ratio of production level and number of workers available. This ratio will be used to estimate demand of human resources. The following example will help in clearly understanding this technique.

Estimated production for next year = 1,40,000 units
Estimated no. of workers needed
(on the basis of ratio-trend of 1: 200) will be = 700

(d) **Econometrics Models:**

These models are based on mathematical and statistical techniques for estimating future demand. Under these models relationship is established between the dependent variable to be predicted (e.g. manpower/human resources) and the independent variables (e.g., sales, total production, work-load, etc.). Using these models, estimated demand of human resources can be predicted.

(e) Delphi Technique:

Delphi technique is also very important technique used for estimating demand of human resources. This technique takes into consideration human resources requirements given by a group of experts i.e. mangers. The human resource experts collect the manpower needs, summarises the various responses and prepare a report. This process is continued until all experts agree on estimated human resources requirement.

(f) Other Techniques:

The other techniques of Human Resources demand forecasting are specified as under:
(a) Following the techniques of demand forecasting of human resources used by other similar organisations
(b) Organisation-cum-succession-charts
(c) Estimation based on techniques of production
(d) Estimates based on historical records
(e) Statistical techniques e.g. co-relation and regression analysis.

2. Explain selection process in detail?

Recruiting Sources

The organization decides the source of recruiting. There are two choices. The organization may either prefer an internal search or an external search. The internal search identifies a list of employees from within the organization. These employees may be subject to a selection process and the “best fit’ employee is made the job offer. In the external search the organization identifies a list of prospective candidates from outside the organization. These candidates are subject to a selection process and the” best fit’ candidate is made the job offer. Let us see these two in greater detail.

Internal Search

Typically, organizations try to develop their employees for higher positions. Internal search develops the morale of employees. It also serves as a training method. It is most suited for developing middle and top level managers. However, there are problems with using internal sources. At times, the organization may have to sacrifice quality. This is bad for the organization. An external search may have been better on this count. The organization should not resort to internal search in all circumstances. Occasionally, at least it must bring in fresh candidates. This infuses desired ‘new blood’ which is important for encouraging fresh ideas..

External Search

An individual from the outside may appear to be a better choice in contrast to someone employed in the organization. However, it may not be right. It is only when the person joins the organization his shortcomings are known. Hence, most organizations. attach considerable importance to recruiting from within. In case the desired incumbent is not available, then the organization opts for an external search. There are a number of external sources from which the organization can recruit.

Let us see a few of these.

Advertisements

They are popular as the reach is wide. It is also cost effective. To be more effective, advertisements must be clear, precise and easily understood by readers. Several factors influence the response rate to an advertisement. Of these, there are three most important variables. They are:

1. Easy identification of the organization giving the advertisement,

2. Labor market conditions it is exposed to, and

3. Clarity with which special requirements of the job posted are highlighted.

Some organizations place a blind advertisement. This is an advertisement which does not have any identification of the organization.

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Some organizations place a blind advertisement. This is an advertisement which does not have any identification of the organization. The respondents reply either to a post box number or to a consulting firm. In the former case, the organization directly initiates the selection process. In the later case, the consulting firm is an intermediary between the applicant and the organization. The selection process is initiated by the consulting firm.

Employee Referrals

Current employees may recommend individuals for jobs in the organization. These individuals perform effectively as the job is obtained through the recommendation of a current employee. Current employees would exercise enough caution while recommending individuals. The organization thereby benefits. This is one of the best sources of recruitment.

Employment Agencies

Employment agencies do recruitment for organizations. There are three types of agencies.They are government agencies, private agencies, and management consultants. These agencies may perform a part or the complete recruitment process depending on the terms of reference. Government agencies are run either by the central or state governments. Applicants register their names with these agencies. It matches the skill and educational requirements desired by the organizations and the job preference of the applicant. Thereafter, a list of prospective candidates is prepared and sent by the agency to the organization. The recruitment process may be initiated by the organization. Sometimes, especially for lower posts, recruitment may be based on the seniority list provided by the agency. The Public Enterprise Selection Board takes care of the entire recruitment.

3. Explain the process of manpower planning.

An organization needs inputs like financial resources (money and credit), physical resources (buildings and machinery), and intellectual resources (people) to achieve the goals. Often, managers underestimate the importance of people for the success of an organization. The people in the organization are the most important resources. Physical resources and money cannot plan and work for success, people can. Organizations are made up of people. People need to be recognized as the organization's most valuable assets.

Organizations do not own people, as it does other resources. Hence, this resource is not given enough attention. Most failures in business however, are because managers have not realized this. In the recent past, across the globe, however, there is a growing interest in people issues. It is understood that the competitive edge of an organization is in its intellectual capital. To accomplish its goals, the organization requires adequate manpower. The human resources in the organization must be able to ensure the timely completion of operations.

Therefore, the organization requires human resource planning. Human resource planning is a key element in human resource management. Human resource planning determines the manpower needed. Human resource planning is the process by which an organization ensures that it has the right number and right kinds of people, at the right places, at the right time. These resources must be capable of effectively and efficiently completing the tasks required in achieving its goals. In the absence of fairly accurate estimation of an organization's human resource needs, goals may not be achieved. In most organizations, except for the top management, the rest are unaware of the objectives. Quite often, these objectives are vague.

At times they are contradictory and confusing too. In such situations, manpower planning is difficult. It is also possible that human resources required to fill up unexpected vacancies, make replacements created by retirement or to meet new business opportunities that are in short supply when required. This can overburden existing manpower and slacken accomplishment of objectives.

4. What are the internal and external sources of recruitment?

The objective of the organization is to determine its future human resource requirements. Requirements include an assessment of the number and mix of human resources. It is derived from the organizational strategy. Therefore, before estimating the future human resources requirements, we need a formal commitment of the organization plans for the future. These may be given in objective measure such as the sales revenue forecast. This forecast must include the rupee amount as well as the composition of each product to the sales revenue. This information helps the manpower planners to identify the future employee mix for the organization. Projections on a yearly basis at least for the next five years are desirable. There are five basic ways to forecast and compute future demands. Let us see each of these in detail.

Historical comparison

In this technique, past trends are used to project the future. Trends are meaningful when organizations are exposed to stable conditions. Yet, in a dynamic competitive environment past trends may not provide an accurate prediction of the future.

Expert Committee

In this approach, experts familiar with employment trends estimate the organization's future needs. These estimates are based on their experience and judgment of the future prospects of the organization.

Correlation

Human resource requirements are observed to fluctuate in the same pattern as some other variable (for example demand). It is possible to forecast the human resource requirement by correlating it to the demand.

Modeling

Decision models, more particularly quantitative ones, can be used for demand forecasting. Linear programming and queuing theory are used widely to predict human resource requirements. These models consider the relationship between a number of variables.

Task analysis

Each job is analyzed to determine tasks or duties expected of it. It clearly identifies what needs to be done on the job. This method is tedious, takes time and is costly. It is useful to identify shortage of skills required within the organization. The organization can decide the method it would prefer to adopt. For purpose of accuracy, it is necessary to perform the analysis for each and every significant job level and type. This must be done on a yearly basis.

Changes in Internal Supply

Let us now see how the internal supply of human resources is affected. Internal supply refers to the supply of resources from within the organization, department or functional unit. The supply may increase or decrease at different time periods. What are the reasons for this fluctuation? Let us understand them from the following factors:

Increase in Internal Supply

The organization may face an increase in the supply of human resources. This is due to fresh hires. However, a department or functional unit may experience an increase because of fresh hires, transfers or individuals rejoining after leave. Individuals may avail leave on account of maternity, sickness, leisure or sabbatical. Such inflows are easy to estimate as the duration is known.

Decrease in Internal Supply

The organization may face a decrease in the supply of human resources. This is due to illness, dismissal, layoff, retirement, voluntary retirement, sabbatical, or death of individuals. Additionally, in the case of a department or functional unit the decrease may be due to transfers-out of the unit. While some of these outflows are easy to predict others are not. It is easy to forecast retirements as organizations have a specific superannuating age for its employees..

Changes in External Supply

The supply of human resources is also affected by external factors. The organization has no control over these factors. Even though they happen outside the organization, they influence the supply of individuals. Let us now look at the factors that cause fluctuation in the external supply.

Increase in External Supply

Fresh graduates increase the external supply of human resources. Besides them, housewives, women returning after a temporary break, students seeking part time work, migrants, repatriates and individuals seeking a new job increase the external supply.

Decrease in External Supply

Decreases in the external labor supply is affected by migration out of the community, recruitment of erstwhile unemployed elsewhere, death or individuals opting to retire or pursue studies.

5. What should you consider while selecting from within and outside?

There are two major constrains that organizations face.1) The first is that every recruiter has a picture of the 'best fit' applicant. Often, the list of qualified applicants may not suit that picture. In addition sometimes, internal organizational policies, union requirements and, government rules need to be met. These may alter the picture.2) The second is that the 'best fit' applicant may be unwilling to join the organization. How does the organization recruit in these circumstances? In the first case, the alternate is to recruit the best available candidate.

In the second case, the organization can perhaps do nothing about it. Once these constraints are addressed, the decision to recruit is made.

Recruiting Sources

The organization decides the source of recruiting. There are two choices. The organization may either prefer an internal search or an external search. The internal search identifies a list of employees from within the organization. These employees may be subject to a selection process and the “best fit’ employee is made the job offer. In the external search the organization identifies a list of prospective candidates from outside the organization. These candidates are subject to a selection process and the” best fit’ candidate is made the job offer. Let us see these two in greater detail.

Internal Search

Typically, organizations try to develop their employees for higher positions. Internal search develops the morale of employees. It also serves as a training method. It is most suited for developing middle and top level managers. However, there are problems with using internal sources. At times, the organization may have to sacrifice quality. This is bad for the organization. An external search may have been better on this count. The organization should not resort to internal search in all circumstances. Occasionally, at least it must bring in fresh candidates. This infuses desired ‘new blood’ which is important for encouraging fresh ideas. Quite a few organizations “post” new job openings and allow their employees to compete for the position. The postings are communicated through the bulletin board or the intranet. These postings alert employees who are suitable and ready for such positions. Incase if they are not interested in the position, they can inform friends about it. This improves the pool of applicants for the post.

External Search

An individual from the outside may appear to be a better choice in contrast to someone employed in the organization. However, it may not be right. It is only when the person joins the organization his shortcomings are known. Hence, most organizations. attach considerable importance to recruiting from within. In case the desired incumbent is not available, then the organization opts for an external search. There are a number of external sources from which the organization can recruit.

Let us see a few of these.

Advertisements

They are popular as the reach is wide. It is also cost effective. To be more effective, advertisements must be clear, precise and easily understood by readers. Several factors influence the response rate to an advertisement. Of these, there are three most important variables. They are:

1. Easy identification of the organization giving the advertisement,

2. Labor market conditions it is exposed to, and

3. Clarity with which special requirements of the job posted are highlighted.

Some organizations place a blind advertisement. This is an advertisement which does not have any identification of the organization. The respondents reply either to a post box number or to a consulting firm. In the former case, the organization directly initiates the selection process. In the later case, the consulting firm is an intermediary between the applicant and the organization. The selection process is initiated by the consulting firm

6. Why is job redesign done. How is it done?

Job Redesign

The job analysis may indicate a need to redesign the jobs. Some tasks may be redundant, duplicated or too small. They must be removed .New tasks maybe identified and must be included. It implies that some rework on defining the jobs must be made. Job redesign accomplishes this. Job redesign may be done by any of these methods:

Job Characteristics Model

One of the most important approaches to redesign is the Job Characteristics Model. It is developed by Hackman and Oldham. The model improves the performance and satisfaction of employees. This is because five core characteristics are considered while designing jobs. These are discussed below:

Skill variety: Indicates the extent to which the job expects the incumbent to use a number of skills, activities, and abilities in order to complete the job allocated.

Task identity: Indicates the extent to which the job incumbent is able to do a clearly identified job from beginning to end.

Task significance: Indicates the extent to which the job impacts the jobs or life of other persons. □ Autonomy: Indicates the extent to which the job gives freedom and autonomy to the job incumbent.

Feedback: Indicates the extent to which feedback about performance is given to the job incumbent.

The Job Characteristics Model uses the Job Diagnostic Survey. This is an instrument with twenty-one items. It ascertains the extent to which the employee perceives, whether each of the five core characteristics is present in their job.

7. Explain how job analysis is done.

Job Analysis Outcomes

The outcome of the job analysis is useful in preparing job descriptions, job specifications and job evaluation. Let us now understand the essentials of the job descriptions, job specifications and job evaluation.

Job Descriptions

A job description is a simple written record of what the jobholder does on his job. It also shows how it is done, and why it is done. An accurate description of the job content, environment, and conditions of employment must be provided. A job description often includes the job title, the duties to be performed by the employee, and the distinct features of the job. The authority and responsibilities of the jobholder are included to facilitate a complete picture of the job.

Job Specifications

The job specification indicates the minimum qualifications that the jobholder must possess to perform the job well. It identifies the knowledge, skills, and abilities needed to do the job effectively. These are based on the information obtained through job analysis.

Job Evaluation

Besides providing data for job descriptions and specifications, job analysis also provides information that enables comparison of jobs. In order to draw up an equitable compensation program it is essential to group jobs that have similar demands in terms of skills, education, and other personal characteristics. Thereafter a common compensation must be made available to the group. Job evaluation makes it possible through an objective evaluation of the relative value of each job in the organization. The higher the relative value of the job, the higher the compensation offered.

8. 'Job Analysis' is a useful tool. Substantiate.

This is a forty-eight item instrument .It evaluates the motivational, mechanistic, biological, and perceptual - motor components of the job. These are discussed below:

- Motivational component: These relate to enriching and enlarging jobs to make it intrinsically motivating.
- Mechanistic component: These relate to the importance of task specialization and skill simplification in enhancing job performance.
- Biological component: Emphasizes the importance of the physical and environmental aspects on job performance.
- Perceptual–motor component: Considers the physical and mental capacities in the design of jobs.

The responses of the job incumbent to the instrument are meaningful. The responses help in job redesign .It is possible to enhance the performance and satisfaction of the employee.

The purpose of job redesign is to make the job more interesting, challenging and complete. Let us see, some methods by which we can ensure this.

Job Enrichment

Job enrichment may be vertical or horizontal. In horizontal job enrichment, jobs at the same level are combined. In vertical job enrichment, jobs at different levels are combined. The purpose is to make the job meaningful and complete. It ensures that duplication is avoided. An important observation is that the job incumbent understands the job better when he does it. It prepares the job incumbent for supervisory positions. It improves the chances of his promotion.

Job Rotation

The employee is exposed to different jobs. This helps him to learn the job while he does it. This prepares him to substitute another employee when needed. This takes care of possible short-term shortage of skill.

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Employee Referrals

Current employees may recommend individuals for jobs in the organization. These individuals perform effectively as the job is obtained through the recommendation of a current employee. Current employees would exercise enough caution while recommending individuals. The organization thereby benefits. This is one of the best sources of recruitment.

Employment Agencies

Employment agencies do recruitment for organizations. There are three types of agencies. They are government agencies, private agencies, and management consultants. These agencies may perform a part or the complete recruitment process depending on the terms of reference. Government agencies are run either by the central or state governments. Applicants register their names with these agencies. It matches the skill and educational requirements desired by the organizations and the job preference of the applicant. Thereafter, a list of prospective candidates is prepared and sent by the agency to the organization. The recruitment process may be initiated by the organization. Sometimes, especially for lower posts, recruitment may be based on the seniority list provided by the agency. The Public Enterprise Selection Board takes care of the entire recruitment.

10. What are the challenges in recruitment?

Unsolicited applications may be made through post, telephone or in person. It is a major source of prospective applicants. The image of the organization is an important reason for applicants posting their applications unsolicited. Unsolicited applicants resort to this method as they do not want to risk missing any opportunity if available. Usually, they are confident about their qualifications. They perceive that the possibility of getting a job opening is fairly bright. The organization files unsolicited applications if there is no job opening at present. When there is a need they are used. This saves time. Normally, a lot of time is wasted between the time the post is advertised and the application is received and the initial screening done. Inspite of its advantage, unsolicited applications are not encouraged by some organizations. The formal mode of advertising the job postings is resorted to.

Recruitment Challenges

Let us now see the challenges faced by recruiters in the present scenario. They are:

- Minority recruitment.
- Equal employment opportunity
- Use of correct selection device.
- Selection of the right candidate.

Let us see what each means? What do recruiters need to do? How do they manage the situation?

Minority Recruitment

Affirmative action to protect interests of minority in recruitment decisions is resorted to. Affirmative action may include reservation or preferential treatment to the minorities in recruitment. This is necessitated because of poor representation of the minorities in job postings. Minorities include disadvantaged persons from a specific caste, community or religion, women, the differently able etc. Such initiatives may be legally enforced or voluntary on the part of the organization. Even international organizations like the United Nations Organization or the World Bank are engaging in affirmative action. Their advertisements encourage women and the differently able to apply for job positions.

Equal Employment Opportunity

Legislation in most countries of the world clearly supports equal employment opportunity. It is illegal to discriminate on the basis of caste, religion, gender or marital status. However, wherever the bona fide occupational qualifications indicate a need for such discrimination, the employer may do so. For example, the Indian army recruits only unmarried males for certain technical jobs.

Use of Correct Selection Device

The purpose of the selection process is to predict which applicant will be successful if hired. The selection device must be chosen correctly. It must test the suitability for the job. It must be appropriate and relevant. It must be reliable and valid. Let us now understand what these terms mean.

Reliability

A predictor must have an acceptable level of reliability or consistency of measurement. This means that the selection device should produce consistent scores each time it is used. The reliability is measured through correlation coefficient. Reliability is established through correlations which range from 0 to 1.0. However, a correlation of 0.8 and above indicates a high level of reliability. Selection methods are seldom perfectly reliable. The aim of ensuring reliability is to reduce the error in measurement. Reliability ensures validity.

A high reliability is meaningless if the selection device has low validity. In such a case, the measures obtained are not related to some relevant criterion. For example when assessing job performance, a test score may give consistent results. Yet, it may not be measuring important characteristics that are related to actual job behavior. Then, the selection device does not serve the purpose. Further, it must also distinguish between acceptable and unacceptable performance on the job. There are three specific types of validity. They are content, concurrent and predictive validity.

Content validity: It indicates the degree to which the content of the test represents all the requirements of the job that need to be considered. For example, while selecting accountants, a selection device that tests the knowledge of accounts is considered to have content validity. Experts in the field are able to judge whether the content of the selection device is able to test the knowledge and skill required for the job.

Concurrent validity: It indicates the extent to which a test score is related with the job behavior. In concurrent validity the predictor scores are obtained from current employees. For example, an organization may desire to test the performance of its employees using a newly designed standardized selection device. It can divide the employees into two groups viz. high performers and low performers. The selection device is administered to both groups. The organization may find that the high performers obtain scores significantly higher than the low performers. It implies that the selection device is useful in predicting high performance. It could be used on new applicants to assess their suitability for the job. It would be advisable to select higher scorers. There is a greater chance that they would perform better on the job.

Predictive validity: It indicates the degree to which there is a relationship between scores on a selection device and some future job behavior. This is perhaps the most important type of validity for selection of candidates for the job. A high predictive validity indicates that there is a strong relationship between the score on the selection device and some future outcome such as job performance.

11. Why is induction and socialization important?

Acquisition

It begins with manpower planning. It tries to understand the current human resources available with the organization. A forecast of future manpower requirement and supply are made. Any shortages are made up, through recruitment and selection at appropriate time. Acquisition also includes other activities such as induction and socialization of employees. For example at Sum Total, regular team outings, new inductee lunches and evenings are celebrated to develop cooperation and camaraderie between organizational members.

Development

The development function has four distinct activities. They are employee development, management development, organizational development and career development. Employee development is concerned with developing skills of the employee. It also includes changing the attitudes of employees if need be. Management development is concerned with enhancement of conceptual abilities and improving knowledge acquisition of employees. Organizational development is concerned with planning and managing change. Career development is concerned with matching the long-term goals of the individual employee and the organization..

Motivation

Individual employees are different from each other. Motivation techniques must consider these differences. Therefore, this function is concerned with performance appraisal, methods to stimulate performance, linking rewards to performance, compensation administration, and linking rewards to satisfaction. It also takes into consideration issues such as monotony and boredom causing alienation. It is concerned with disciplining of employees too..

Maintenance

This function is concerned with ensuring the continuance of employees in the organization. Therefore, it focuses attention on issues such as working conditions, benefits and services to be provided to keep employees happy, so as to ensure their commitment to the organization. The employees stock (ESOP) is a non-cash compensation issued by Infosys. A rising stock price gives the employees the drive to work harder and stay longer with Infosys.

12. Explain the relevance of attrition and rightsizing in manpower decisions.

It is observed that there is a positive shift to formal education at the lower socio economic strata. Today, a larger number of children are exposed to at least primary education. Some of them attend high school and even continue to complete their graduation. Once they are formally educated, they are unavailable for skilled jobs. Skilled jobs require the learning of a skill. This is mostly informally learnt from the family. These skills are now taught through a formal diploma program. However, the intake of students into these programs is rather low as very few prefer to learn these skills nowadays. As there are relatively less new entrants into this fold, there is a significant drop in the number of skilled labor. We can observe the absence of skilled labor like carpenters, fitters, electricians, plumbers etc. The rewards of formal education vis-a- vis learning a skill is more attractive. This shift may well continue into the future.

Education levels have been consistently on the rise. In a country like India, even for a routine job of a clerk, we observe the recruitment of technical graduates and post graduates. This poses many challenges. For, not only is it very difficult to direct an over qualified employee, it is also not possible to sustain his interest in the job. Two decades back, an applicant for the same job would have barely passed the tenth class.

More white-collar jobs:

Most of the jobs available today are positioned at a higher level than those available a decade back. The number of blue-collar jobs has reduced sizably. There are several reasons for this. The primary reason is the increased impact of technology in the factory bases. Technology invasion automates factories and invariably reduces blue-collared jobs. It tends to increase the number of white-collar jobs. White collared jobs are relatively knowledge intensive. Therefore, recruitment to white-collar jobs has increased. The technological advancements are being introduced on a going basis. The speed and nature of doing jobs is continuously changing.

Entry of Women:

Women have been in employment for almost fifty years now. But, what makes interesting reading is the number of women entering jobs. Interestingly, they are seen in some of the most challenging jobs. For example, we see women in space research. The Factories Act of 1947 has been recently amended to remove the ban on employment of women in the factory at night. It is quite clear that women are well trained to compete with their male counterparts. In some jobs there appears to be a preference for women against men. You can look at any call centre, which comes alive at night. The surprising thing you would see is that a majority of the employees are young women. The taboo of working at night has fallen apart. Women seem to be able to accept challenges and are able to balance their family and work life. They are able to reach the top too. Of course, only a few are able to do so.

Equal Opportunities to minorities:

The law requires that the minorities, women and the differently able need to be treated alike for employment. It is a noticeable trend that most premier organizations like the UNDP, WHO, UNICEF etc. increasingly welcome the participation of women and the differently able in their workforce. Affirmative action and inclusive growth are two key steps that have been initiated to ensure the participation of the marginalized groups. The idea is to bring them to the mainstream. This is considered essential for ensuring social equity.

Business scenario:

Today's business is exposed to short and frequent periods of prosperity and economic stagnation. During prosperity, organizations do not have problems with payment to employees. However, during economic stagnation there are several problems. An organization committed towards better human relations finds it difficult to retrench employees. How does it then hold costs? How does it survive? Business environment is also getting more complex. We can observe that economic stagnation is having wide implications for businesses across the globe. You may recall the after effects of the WTC attack. Several of the American businesses had problems retaining their existing workforce on account of political and economic volatility. Some Asians went back home. They joined many existing prospective candidates in the job search. With the US economy improving most of them returned. Such situations only show that businesses today are interdependent and the job market is also subject to volatilities.

Lifetime Employment Search:

If any one of you believes that with completion of formal education, there is no need to learn at all, you are mistaken. Today, there is a need to learn continuously as the trend of lifetime employment search has set in. Neither employers nor employees choose to stay committed for years. Therefore, there is a need to change jobs midway. Unless the individual is current in terms of satisfying the job requirements of the time it would be difficult to place him or herself on any job. Therefore, learning has acquired a special place in employment search.

Cross Cultural Influence:

Businesses are going global. Therefore, there is need to adopt best practices that are developed from experiences of different businesses. Sometimes, these may have evolved from different parts of the world. Common practices must bind the global employees of a business. No doubt, the culture of the place of business would influence business practices. Yet, businesses today are more responsive to multi cultures.

Employee Responsiveness:

Organizations are aware of the need to be more employees oriented. As the competition to recruit the right talent hoots up, they need to differentiate themselves on the basis of benefits extended. Apart from better pay other benefits like flex time, work from home, job sharing, etc are being offered. The idea is to be sensitive to the employees' needs.

UNIT-III

1. **Which types of training methods are more suitable in the present day environment? Justify your answer.**

On the Job Training Methods

On the job training methods are by far the most commonly used in training for all levels of personnel. The object of on the job training is to bring the employees to at least a minimum acceptable standard of performance in the shortest possible lime. The worker by these methods learns to master the operations involved on the actual job situation under the supervision of his immediate loss who has to carry the primary burden of conducting this training. Various methods of on the job training are as follows:-

(1) On specific Job—The most common or formal on the job training programme is training for specific job. Current practice in job training has been strongly influenced by the war time training within industry which was first designed to improve the job performance through job instruction training. There are following methods of training:

(A) Experience—This is the oldest method of on-the- job training. But as a sole approach, it is wasteful, time consuming and inefficient. It has been observed that it should be followed by other training methods to make it more effective. In a survey, it was found that they kept up to date through a variety of activities which were largely unrelated to formal continuing education courses. On the job, problem-solving and colleague interactions were prompted as being most important for professional growth by 62 per cent.

(B) Coaching-On-the-job coaching by a superior is an important and potentially effective approach if superior is properly trained and oriented. The technique involves direct personnel instruction and guidance, usually, with extensive demonstration and continuous critical evaluation and correction. The advantage is increased motivation for the trainee and the minimisation of the problem of learning transfer from theory to practice. The danger in this method lies in the possible neglect of coaching by superior.

Understudy—The understudy method is considered a somewhat different approach from those described above, that a certain person is specifically designated as the heir-apparent. The understudy method makes the trainee an assistant to the current job holder. The trainee learns by experience, observation and imitation. If decisions are discussed with the under study, he can become informed the policies and theories involved. The advantage of this method is that training is conducted in a practical and realistic situation. However disadvantages are many. The method tends to perpetuate mistakes and deficiencies of existing managereial practices. Morever, the understudies are frequently neglected by thosetheyassist.

(2) Position Rotation—The major objective of job rotation training is the broadening of the background of trainee in the organisation. If trainee is rotated periodically from one job to another job, he acquires a general background. The main advantages are: it provides a general background to the trainee, training takes place in actual situation, competition can be stimulated among the rotating trainees, and it stimulates a more co-operative attitude by exposing a man to other fellow's problems and viewpoints. There are certain disadvantages of this method. The productive work can suffer because of the obvious disruption caused by such changes. Rotations become less useful as specialisation proceeds, for few people have the breadth of technical knowledge and skills to move from one functional area to another.

(3) Special Projects—This is a very flexible training device. Such special project assignments grow ordinarily out of an individual analysis of weaknesses. The trainee may be asked to perform special assignment; thereby he learns the work procedure. Sometime a task force is created consisting of a number of trainees representing different functions in the organisation. Trainees not only acquire knowledge about the assigned activities, but also learn how to work with others.

(4) Selective Reading—Individuals in the organisation can gather and advance their knowledge and background through selective reading. The reading may include professional journals and books. Various business organisations maintain libraries for their own executives. Many executives become members of professional associations and they exchange their ideas with others. This is a good method for assimilating knowledge; however, some executives claim that it is very difficult to find time to do much reading other than absolutely required in the performance of their jobs.

(5) Apprenticeship—Apprentice training can be traced back to medieval times when those intended on learning trade skill bound themselves to a master craftsman to learn by doing the work under his guidance. In earlier periods, apprenticeship was not restricted to artisans, but was used in training for the professions, including medicine, law, dentistry, and teaching. Today's industrial organisations require large number of skilled craftsmen who can be trained by this system. Such training is either provided by the organisations or it is also imparted by governmental agencies. Most States now have apprenticeship laws with supervised plans for such training. Arrangements usually provide a mixed programme of classroom and job experience.

(6) Vestibule Schools—Large organisations frequently provided what are described as vestibule schools, a preliminary to actual shop experience. As far as possible, shop conditions are duplicated, but instructive, not output, are major objective, with special instructors provided. Vestibule schools are widely used in training for clerical and office jobs as well as for factory production jobs. Such training is usually shorter and less complex than that adaptable to the apprenticeship system. Vestibule training is relatively expensive, but these costs are justified if the volume of training is large, or if uniform, high-standard results are important.

2. Bring out the major methods and benefits of executives development?

Below are key factors that are impacting the field of executive development:

- Time frame – The speed with which organizations need to revise strategies, launch new products and services, expand their global footprint, etc. continues to accelerate; more rapid means of enabling the organization and its leaders to make these changes are required from the development function.
- Share of mind – Executives are incredibly taxed with an increasing set of responsibilities; mid-level management has been reduced and the number of stakeholders (community, environment, government, etc.) has increased, all putting incredible pressure on leaders. Development that is not of immediate value risks elimination.
- Budget – The current economic situation has put great pressure on all expenses across the organization, executive development is no exception. Centralized development budgets are all targets, while certain activities such as executive coaching that may be paid out of a business unit budget may be more insulated from cutbacks.
- "Bottom line" HR – As many organizations have become more results oriented and quantitative for all support functions, there is increased pressure for HR and all of its components to "raise its game" and prove in business terms its impact.

These factors are creating a new operating context for executive development professionals. In response to this new environment, The Institute of Executive Development has articulated a vision of what Executive Development 2.0 will look like:

- The purpose of the function is to drive the organizational strategy (not solely build skills)
- The content will be based on current business imperatives
- The timeline is focused on the immediate 12 months, not longer
- The format will include more on the job and action learning (vs. formal workshops and programs)
- The audience will include stakeholders such as customers and partners
- The budget will be measured more in terms of investment of executive's time (vs. funds)

While executive development continues to become enriched by many approaches, one approach, adult development and its subfield Positive Adult Development is beginning to create opportunities for what has been essentially reserved for academic research to become an increasing part of executive practices.

Executive compensation ensures that the total compensation package for executives is competitive with those of other organizations that might employ the firm's executives.

- The executive team is generally made up of the top two layers of the organization's management.
- Executive compensation should be tied overall performance of the organization over a time period.
- On average, salaries make up about 1/3rd of the typical top executive's annual compensation package.
- Executive compensation is usually established by the board of directors' compensation committee (subgroup who are not officers of the organization).
- Committee makes recommendations to the board on overall pay policies, salaries and perks.

- Golden parachute
- Silver parachute

Stock options are normally non-cash

- Give individuals the right to buy stock in a company, usually at a fixed price for a period of time.

3. **Why do organizations emphasize on training and development of employees?**

Recruiters continuously search for the employee with the right ability-job fit. However, they are often confounded with the problem of having to select people with skills that fall far below the requirements of the job. As a manager faced with such a problem what are the options before you? You could either choose not to recruit or recruit such people. If you choose not to recruit you are faced with the task of initiating the recruitment process once again.

The search could even turn out to be perpetual. Can you imagine the cost to the company in terms of man hours lost, search costs and efforts wasted? Would it be worth the wait? Definitely not. That is the reason that organizations select as good a fit as is available. The skill gap is reduced through training and development. With experience on the job the incumbent would be able to meet organizational expectations. Jobs and job contexts are increasingly complex.

Moreover, several changes occur time and again. Employees therefore, need to adapt quickly. Employee training is now more important than ever before. Just look back at the technological changes in the past decade. You will recall the initial resistance to accept computers as tools for improving efficiency in nationalized banks. So much of resistance to learn computer operations by employees and unions was observed. Of course, there were other fears too besides the doubt whether the older staff would cope with the demands of computerization. What is the pay off today? You will appreciate that training not only erased most fears besides improving employee efficiency.

Can we now imagine a bank without computers? Let us look at another example – ATMs. When ATMs entered the banking scenario it was a desired change. The idea was wonderful, we could draw money anywhere and anytime we want. Yet, there were few takers. Customers felt the banking experience was missing. Moreover, many were afraid of fraudulent money withdrawals. Reports of the process of cash withdrawals were confusing. Added to this were the reports of the inability of bank officials in redressing grievances raised by ATM users.

Consequently there was a reluctance to use ATMs. Customers preferred the age old method of counter withdrawals. Such awkward situations could have been avoided by first training the bank officials on use of ATMs and related troubleshooting measures. Customers also could have been given clear instructions to familiarize them with the process. Live demonstrations of ATM operations could have provided a good training experience. What do these examples tell us? It is not enough if the organization is adept at providing products and services required by customers. It is also important to identify the right jobs and skills required to sell these products and deliver the services.

4. **Explain on the job and off the job techniques of training.**

This is perhaps one of the most popular methods of training. The employee observes others at their job. The employee then learns by doing the job. This method is very simple. It is useful in cases where the simulation of the work environment is difficult. There is no waste of time on training. The employee is productive even during the training time. However, the main disadvantage is that the productivity of the employee is low till he gains experience. The cost of errors made during training may be high Yet, organizations make use of this method when they are short of training personnel and facilities. With appropriate quality checks, the costs of errors could be offset. Let us now see some of the on-the-job techniques. Two popular on the job training techniques are:

- Apprenticeship programs
- Job instruction training

Let us discuss them in detail.

Apprenticeship programs

Learning of skilled trades is facilitated through apprenticeship training. The apprenticeship period usually extends to a year. For more complex trades the period may extend longer. For example, in India apprentices are recruited by public sector. Manufacturing organizations, the electricity board, BSNL etc. to name a few. They are governed by the provisions of the Apprenticeship act of 1961. The apprentices are usually paid a stipend which is much lower than the pay of a regular employee. At the end of the apprenticeship they may be absorbed into a regular post. During the period of apprenticeship, the apprentice trains under the guidance of a superior. The latter is responsible for imparting to the trainee the knowledge and skills required for doing the job. Such understudy is useful to learn complex skills. It also provides hands on experience on the job.

Job Instruction training

This is a systematic on the job training developed during the World War II. It facilitates training of operatives by their supervisor. It consists of four steps. They are:

1. Familiarizing the trainee about the job. This reduces anxiety about uncertainties.
2. Giving key information about the job and clear instructions about doing it.
3. Practice sessions to ensure that the trainee has understood the job.
4. Working on the actual job. Incase there is a problem a pre-designated superior helps out.

This method is found to improve productivity and reduce risk of rejects. It also improves the quality of the output. Even today, it is used in the manufacturing organizations as an effective method to train workers.

Off-the-Job Training

In this method, the training is done away from the workplace. There are a number of techniques used in this method of training. While some are very easy and use simple equipment some others are complex and require sophisticated equipments. Four popular off -the -job- training techniques are:

- Lectures
- Films
- Simulation
- Programmed Instruction

Let us discuss them in detail.

- **Lectures**

This is one of the simplest and easiest techniques of off-the-job training. It is very useful to impart information about the rules, procedures and methods to be used on the job. It is cost effective as a large number of trainees can be trained at a time. However, as there is very little interaction from the trainees their involvement in the learning process may be low. Consequently, the training may not give the desired results. Lectures can be made more interesting with the use of audio visual aids. Trainers must make their classrooms more interactive. Trainees may be encouraged to participate actively through feedback and discussions.

- **Films**

Films can be produced in house or bought. Films can drive home a point better. This is because besides the oral message, the visual effect reinforces learning. Subsequently, discussions may be initiated. They are useful when imparting sensitive information. For example a short film may be screened to show the negative consequences of not wearing the safety gear while at work. This will drive home the message of having to comply with safety rules and laws. It is often more effective than reprimanding the worker frequently.

Simulation

It involves creating an environment similar to that of the workplace. Simulations give a feel of the actual scene that the trainee may encounter. It enables the trainee to mentally prepare for such simulations. Simulation techniques include case exercises, experimental learning, vestibule training and computer modeling.

Case exercises

The case is a comprehensive description of a problem that the trainee is likely to confront on the job. The trainee reads the case thoroughly, identifies the problem and evaluates the alternate courses of action to arrive at a satisfactory solution. Case studies hone the analytical, problem - solving and decision-making skills of the trainee. This is one technique that is used frequently for multi-skill development.

Experiential learning:

The focus is on learning by doing the exercise. Negotiation skills for example, are better learnt through a structured exercise rather than a theoretical lecture. As the exercise progresses the learners are able to observe and personally experience the negotiation process. On completion of the exercise the trainer discusses what happened during the negotiation process, the dos and don’ts of negotiation. The theoretical concepts are then introduced and explained. The behavior of the negotiators during the negotiation process is critically examined. This recall and analysis reinforces the learning of the concepts better.

Vestibule training

The training is conducted away from the workplace. The trainee learns the job on the equipment that would be used at work. This way the trainee is familiarized with working on the equipment. Absence of the pressures of the actual work environment make learning relaxed. For example the use of a computerized accounting package may be taught at a computer lab. The trainees will get a hands on experience in using the package. Through practice they would be able to use the package. This would help them to confidently use the package when they go back to their work places.

5. Explain on the job and off the job techniques of development.

Executive Development Methods

Executive development may take the form of on-the-job and off-the job techniques. Let us discuss some of the popular techniques.

On-the -Job Executive Development Techniques

Four popular on the job executive development techniques are:

- Coaching
- Understudy Assignment
- Job Rotation
- Committee Assignment

Let us discuss them in detail.

 Coaching

When a manager takes an active role in guiding another manager we refer to it as coaching. Coaches observe, analyze and suggest methods to improve performance.

The manager learns the job by doing it. The direction and feedback given by the coach is immediate and therefore effective. Not all managers are good coaches. Coaching success relies heavily on the ability of the coach. Coaching suffers from two disadvantages. It encourages the development of similar styles and practices existing in the organization. It relies on the abilities of the coach to develop the manager

 Understudy Assignment

In this method the understudy manager substitutes the experienced manager during his absence. Usually it is for a short period of time. The understudy is able to learn the job while doing it. Errors may be committed during the understudy. Therefore in major cases decisions are either not made by the understudy or are made in consultation with the superior. Such actions defeat the purpose of an understudy assignment. This method is useful when the managers' are willing to encourage their subordinates to grow or the organization expects them to facilitate their subordinates to take up their positions. In the latter case the manager's own career advancement relies on preparedness of the underlings to occupy their position

 Job Rotation

Job Rotation may be Horizontal or vertical... Horizontal job rotation refers to lateral transfer. In horizontal job transfers, a manager works on an activity for about two to three months. Thereafter he moves to another activity. Sometimes the manager may be moved as the work is no longer challenging to the incumbent. At other times it may be to meet the requirements of work scheduling. Most organizations may move managers between line and staff positions. This facilitates the development of managerial talent. Vertical Job Rotation involves promoting the manager to a higher position. Job rotation exposes the manager to new experiences. Monotony is reduced through frequent transfers. There is greater interest to learn and do new jobs. The manager is prepared to assume responsibility. He is also aware of the intricacies and interrelationships of activities. The disadvantages of job rotation are high development costs and productivity loss when the manager is moved to a new position.

 Committee Assignment

This method provides the manager an opportunity to learn by watching others. The manager is able to analyze organizational problems and involve himself in managerial decision making. Temporary or 'Adhoc' committees are typically in search of a solution for a particular problem. They recommend action plans to implement a solution. Participation in these committees is interesting and a rewarding learning experience. When a manager is appointed to a permanent committee, he is exposed to new organizational members. Such exposure is challenging and facilitates growth of the

Off -the-Job Executive Development

Four popular executive development techniques are :

- Lectures
- Simulation
- Sensitivity Training
- Role-plays

- **Lectures**

Lecture courses facilitate knowledge transfer. Conceptual and analytical abilities are easily developed through this technique. Through face-to-face interactions between the lecturer and learner, clarifications are sought and given immediately. Organizations may either provide these courses "in-house" or "off -campus" Incase of in-house lectures the training venue is inside the organization. The course is conducted by either in-house or guest faculty. In the case of off-campus programs the lectures are conducted outside the organization at premiere institutions, universities and consultants. Managers attend these lectures. Managers attend these programs with other participants from different organizations. Sometimes, programs may be tailor made exclusively for participants from an organization. Lectures help to update knowledge at short notice. A number of participants can listen to the lectures at a time. When the number of participants is large, the cost of development per employee is less. Therefore, this method is widely used by most organizations. However, the greatest drawback is low learner involvement and consequently low update of knowledge. This can be overcome through interactive sessions.

- **Simulation**

Simulations represent actual business situations. They are also called business games. They replicate a wide range of factors that affect the business. Trainees manipulate these factors individually or in a combination. The outcomes would naturally differ. Normally business games are conducted with at least two teams. This builds the spirit of competition and the desire to win. Each team member takes up a specific task and therefore influences the outcome. He takes responsibility for the outcome; today computers are used to simulate these factors. This allows for building in a good deal of complexity. For example, construction of investment portfolios may be learnt through stock market games. Simulations encourage risk taking, decision making and responsibility besides developing team spirit. The outcomes provide the feedback. As it is immediate it is effective. Trainees learn from their own mistakes besides mistakes of others. However, it is expensive to develop business games. Trainees do not take games seriously. This affects the quality of learning. Moreover, it often does not reflect reality. As such it has limited use

- **Sensitivity Training**

Sensitivity training is also referred to as T-group training. It is usually used to develop good interpersonal relations. Behavior modification is achieved through unstructured group interaction. Trainees work in small groups of ten. The trainer who leads the T-group guides them. The trainer does not directly involve in the process. He only encourages the group to express feelings freely and frankly. The group has no leader or specific purpose. The idea is to understand oneself. This would go a long way in improving behavior.

6. **How will you evaluate the effectiveness of training and development?**

Soon after the training is complete, a feedback is obtained from the participants. Most participants may appreciate the training. While some may be too critical, yet others may be indifferent. Often the reactions of the participants give some clue about how much they have benefited from the training. However, this may be misleading at times. Other objective measures must be used to get a correct picture. These include improvement in productivity, quality enhancement, desired change in job behavior, greater satisfaction etc. The benefits of training must also justify the costs committed. In short, it must provide value to the organization. It must enable organizational goal accomplishment.

Understanding Career

The word career has several meanings. It can mean advancement on the job, a profession or a sequence of job positions held by an individual. . Human resource managers understand a career as a sequence of job positions occupied by an individual during the course of his work life. The definition is wide enough to cover temporary, skilled and unskilled persons. It also includes paid and unpaid work that is done for a fairly long time. An interesting observation is that it has no reference whatsoever to success or failure on the job.

Career development can be seen from both the perspective of the individual or the organization. Both these perspectives are different and have far reaching implications on career development. Let us now see, how these perspectives differ. From the perspective of individual career development the focus is on facilitating individuals to achieve their career goals. It begins with identification of their career goals.

They are subsequently helped to identify action plans that help them to achieve these goals. From the perspective of the organization career development involves identifying career paths. Each job position must have a clear career path. Individuals must know what it takes to reach the top position. It must be in line with organizational, legal and government requirements. The organization must monitor the progress of the employees. Proactive measures must be initiated to ensure that individuals grow on their jobs. This improves the availability of technical managerial talent to meet the organization's needs. What makes these two perspectives different? In the first, the focus is entirely on the individual .It includes his career inside and outside the organization. Individual career development directs attention to the individual's personal career .

The place where the job is performed is irrelevant. For example, through a series of career counseling sessions an employee may understand that his talent is not being fully used in the present job. If a suitable position is not available within the organization he may opt to quit. He may take up another job elsewhere. The organization loses a good employee whereas the individual gains a better job.

This is good for the individual's career. This would not have been possible in organizational career development perspective. This is because this perspective looks at individuals meeting the requirements of the organization. In contrast, individual career development focuses attention on the individual's career requirements. Both these perspectives have value.

It is in the interest of the organization to use these approaches together. However, it is common to see human resource managers directing attention to the organizational career development perspective. Hence, in our discussion too, more attention is directed to this perspective.

7. **What is the need to understand the two dimensions of the career?**

There are two dimensions to a career. The first is the external dimension. It is realistic and objective .The second is the internal dimension. It may not be real and is subjective. What do they mean? What distinguishes them? Should they be matched? Let us answer each of these queries. The external dimension in a career gives the objective progression in a job. It may be very explicit.

For example, in tenure promotions the individual progresses from one stage to another after completion of the required term. Therefore he knows how far he can go if he continues in this organization. Sometimes an upward progression is not required. For example, a young lawyer may do an internship with a law firm. Thereafter, he may start his own practice.
He may expand his practice, recruit other lawyers and improve his opportunities. What is important is that the growth path is explicit and objective.
The internal dimension in a career gives the subjective progression in a job. This concept of a career progression is rather vague. A young management graduate may aspire to head a reputed organization someday.
This may happen provided the opportunity arises. Until then, it remains a dream and is far from reality. Very often, subjective progression being perception based, frequently differs from reality. Why should we distinguish a career based on these two dimensions?

This is because employee’s Career is influenced more by perception than reality. Hence, his subjective perception of his career and its relation to his expectations must be understood. Organization must look out for appropriate cues. For example constant complaints or frustration, motivation and commitment to the organization may simply be an employee’s way of responding to his subjective perceptions.

This may have nothing to do with his real work and career development. A career development program must be based on expectations of each employee. It must also evaluate the organizational opportunities realistically. Failure to match the internal career expectations of the employee and the career offered by the organization will result in mismatch of human resources. This affects productivity and satisfaction. Therefore, it is important to successfully match internal and external dimensions of the career.

8. Identify the different career risks. “The demographic variable age has got a direct bearing on creativity’ – justify with reasons. Or explain the stages in the career. How relevant are these stages?

The individual’s career is made up of stages. Usually there are five stages in the career. Irrespective of the job performed, all adults go through these stages if they work for most part of their adult life. Planning for a career starts during the school years. It ends with retirement .The five stages in the career are exploration, establishment, mid-career, late career and decline.

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Normally, these stages are age specific. This is based on the premise that an adult joins a job soon after completing the course of his choice. This is usually at age twenty. However, this need not be the case. There are late starters. There are also several examples of people changing their careers midstream. It is common to see middle-aged persons moving from the manufacturing and service sector to the I.T.sector. Similarly, there are persons who give up a job to become entrepreneurs. Such persons may never reach the later stages in their first career choice. They restart the career stages in the new career and may even complete all stages. In these cases, the age may not be relevant. This does not limit the use of career stages model. It implies that some rethinking on its application to adult work life is warranted. Perhaps, in all other cases human resource managers may find the model useful. Let us now understand the stages in career. What are the distinguishing features of each stage?

Exploration

Individuals make decisions about their careers prior to entering the work force.These decisions are influenced by the family, relatives, teachers and friends. Additionally, Societal pressures also influence these decisions .To a large extent, perception about the suitability of a job influences the choice of school and course. These choices are fairly irreversible. The exploration period usually begins in the early twenties and ends in the midtwenties. It occurs prior to actual work.

This is the stage when there are several uncertainties. This is because individuals make the transition from formal education to work. It is very relevant for the individuals. However, for the organization, this stage has the least relevance. It is, of course, not irrelevant. It is during this period that the individuals expectations about his career are developed. Often, most of these are unrealistic. Such unrealistic expectations may be corrected in due course of time. However, if it lies dormant or does not get corrected there is a mismatch. This causes frustration.

Establishment

The establishment period commences with the search for work .It includes getting the first job, coping with peers and learning the job. The individual also gets to know his success on the job. There are several uncertainties and anxieties during this stage. Moreover, the individual makes several mistakes. If he is able to learn from these mistakes he is able to take responsibilities. He is able to make required adjustments too.

Mid Career

During mid-career stage the individual faces a number of problems. While some individuals may improve their performance others may level off, or begin to deteriorate. Individuals who move to this stage take up greater responsibilities. Individuals who are not able to reach this stage must reassess their abilities. They may need to adjust priorities or accept job changes.

9. Why should we align the dimensions with the career stages?

The external and internal dimensions of careers are closely linked with the career model. Each stage is characterized by dominant perceptions and actions. Understanding this facilitates clear identification of potential problems and opportunities. For example, a person in the establishment stage may be performing quite badly. This may be attributed to mismatch of potential. He may be advised to change his career. Yet another may not have required skills. He may have to be trained.

With training he may improve performance. Applying the same rule in both cases may prove counter productive. Human resource managers must appreciate that the five stages and two dimensions of the career need to be understood clearly. This will make counseling more meaningful. Moreover, experiences of individuals are different at different stages. For example, a person in the early career stages has career anxieties while another in the late career has depressions.

The organizations must be able to understand the difference in the fallouts of these two conditions. They need to address it. Ignoring it is not wise. In the long time, it may result in a significant loss of employee productivity. Employee participation in decisions relating to career is essential... This ensures their cooperation. Counseling becomes more effective.

What are the methods that managers utilize to match the career needs of their employees with the needs of the organization? The organization may use all or some of these methods depending on its requirements. As career development is an important issue most organizations take considerable interest in it. Let us see how, careers can be made more meaningful.

Challenging Initial Jobs

Employees who are assigned challenging jobs in the early stages of their career perform better in the later stages. This is because challenges of the early stage motivate employees to take up new responsibilities. The job becomes interesting. They are therefore consistently successful. Challenging jobs increase retention of talent. Design of jobs in the early stage of career must receive good attention. Initial jobs must be able to kindle the interest of the employees. They must also be challenging enough to motivate the employee and sustain his interest in the organization.

Ensure Employee Job Fit

Human resource managers must be cautious enough to recruit individuals with the right abilities and interests needed for the job. This is more relevant for employees at the beginning of their career. When recruiting new employees into later stages similar caution must be exercised. Employees who are well-matched to the job perform well. They are able to accept the responsibilities and challenges of the job. Both the individual and the organization benefit.

10. Discuss the methods used for assessing and recognizing talent. Give the advantages and Disadvantages of these methods.

Two methods :

- The Identification Process method
- The Assessment center method

Identification method

Have the employee's direct manager evaluate their on-the-job performance and decide on their promotion potential. The managers then review these judgments with the next higher managers.

Advantages :

- Simple, inexpensive and timely
- It accurately reflects the current job performance
- It reflects the views of the mangers who influence the employee's career.

- It is effective for both technical and managerial candidates

Disadvantages:

- One manager's views can seriously bias the evaluation
- Junior managers may not be reliable judges of long term potential.
- All mangers are busy and rarely take time to do these evaluations unless they are required to.

Assessment center method :

It provides a practical and effective way to augment the immediate manager's judgment. Several days of tests and exercises are conducted and their performance is observed by an assessment staff of two or three trained professionals and other management observers. Each individual's performance is rated for each exercise.

Advantages :

- Several assessors are likely to do a better job than a single supervisor.
- The use of structured evaluation criteria helps to provide more complete judgement.
- It helps the senor management sharpen their assessment skills.
- The excersis provide helpful perspective on the canadiadtes themselves.
- Being chosen for the assessment builds the canadiates morale.

Disadvantages :

- It can be a self fulfilling prophecy.
- Acandidate who does poorly can get discouraged.
- Those who are not given a chance may object.
- The stress of assessment an be serious
- Expensive

11. Explain about self-development.

As pointed out earlier, to a large extent the individual employee is responsible for his own career development. What can an individual like you do to improve his owncareer? There are quite a few things you could do. Let us see them one by one. Perhaps, the best thing is to start a job quite early. This way you have a few years of experience ahead of others. You also have the time to experiment on a couple of jobs before deciding what you would like to do for the rest of your work life. Planning for a career must be done carefully. It must have a time frame and alternates that suit your personality. You are the best judge of what is suited to you.

Caution should be exercised to make it as realistic as possible. This way you can avoid a lot of frustration arising out of bad job fits and unrealistic job expectations. Preferably, planning must begin right at the time of schooling.

Besides self-assessment of your skills and capabilities, you may also approach a counselor for help. The counselor may use psychometric tools to asses your personality, needs, values, and goals. Based on the results the counselor is able to suggest suitable careers. Once you choose a job you must spend time to align your individual goals with the goals of the organization. Further counseling is required periodically. This will help you face the realities of the job market.

You must reflect on the observations. You need to critically review the skill set you possess. What skill are you short off? What skill can improve your prospects in the job market? Are there skills that can improve your pay or status? What is the premium attached to a skill you desire to acquire? How much time would be required to acquire the skill? What support will the organization provide to acquire this skill? What are the costs or commitments for acquiring the skills? Once these are clear, you need to work on what is best for your career. It may mean acquiring a new skill set within a time frame. The costs may be high but warranted considering that the pay off would be good later. You may even opt for a sabbatical later to complete the same.

12. Why do employees should have mentoring?

Employees who reach top jobs invariably have a mentor. This mentor is a part of the strategic group that decides the organizations goals. This group also directs employees actions towards accomplishment of the goals. The mentor is therefore in a position to steer the career of his protégé in the right direction. Mentors take keen interest in the development of their protégés. They closely observe their protégés, guide, and advice, criticize and encourage them. Mentoring facilitates promotions from within. As the protégé develops under the guidance of a senior he would be suited for higher positions. Failures are almost avoided, as the protégé would have learnt most of what he needs to know.

He would even have performed several of the tasks under the direct supervision of his mentor. So he has a complete picture of the job prior to taking up the entire responsibility. The interactions with the mentor help him learn the minutest details of the job. Moreover, the feedback given by the mentor is useful for correction or improvement. As the mentor is almost always interested in the outcomes and the growth of the protégé his feedback is timely and useful. Unfortunately its major drawback is it develops clones of the mentor. If the mentor's style is not the best then the organization loses. Mentor protégé relationships depend on the abilities of the mentor to develop his protégés potential. The truth is there are few mentors who are really successful in mentoring.

UNIT-IV

1. **Explain any one motivation theory and also bring out how it can be applied in Organization .**

CONTENT THEORY

Content theory identifies what causes motivation? The belief is that there are clearly identifiable things that can motivate an employee. If the organization is able to ascertain what these are, then it can offer these to the employee in return for good performance. The employee would be motivated by these offerings provided he values them. Let us now understand a few of the popular content theories.

Maslow's Hierarchy of Needs

This is perhaps the most popular theory of motivation. He hypothesized that a hierarchy of five needs exists in each individual Let us understand, the hierarchy of needs theory. The five needs identified are the physiological, safety, social, esteem and self-actualization needs.

1. **Physiologica**l: It includes all needs that have to be satisfied for the well-being of the individual. These include hunger, shelter, sex, and other needs related to the body.
2. **Safety**: It includes all needs that have to be satisfied for ensuring the security of the individual. These include protection and security from physical and emotional problems.
3. **Social**: This includes all needs that make the person feel wanted .It includes friendship, affection, belongingness and acceptance.
4. **Esteem:** This includes all needs that give the individual a better self-worth. It includes attention, recognition, status, autonomy, achievement and self-respect.
5. **Self-actualization**: This includes the needs that drive the individual to grow and achieve all that he is capable of. It is a state of self-fulfillment. As each of these needs is satisfied, the next need becomes dominant .The individual moves up to the next level in the hierarchy. No doubt, no need is fully satisfied at any point of time. Therefore, what is important is, whether it is substantially satisfied? This is because, a substantially satisfied need does not normally motivate any longer.

Maslow classified the five needs into higher and lower levels. While physiological and safety needs were identified as lower-order needs, social, esteem and self actualization needs were identified as higher-order needs. The distinction between the two is based on the premise that higher-order needs are satisfied internally, whereas lower-order needs are satisfied externally. Maslow's hierarchy of needs theory has received wide recognition. Practicing managers are able to accept the theory's logic .The ease of understanding is an added advantage. However, the theory has very little validity.

Herzberg also proposed the existence of a dual continuum. He suggested that the opposite of "satisfaction" is "no satisfaction" .The opposite of "dissatisfaction" is "no dissatisfaction". The motivation-hygiene theory is criticized on account of the following reasons:

- When the outcomes are good people tend to take credit for them. On the contrary they attribute their failure to the external factors.
- Hertzberg's methodology suffers from poor reliability.
- An overall measure of satisfaction must be used to assess satisfaction. This is because; a person may dislike certain aspects of the job but may still find it good. This has not been considered by the theory.
- The theory is inconsistent with other research findings. It ignores situational variables.
- Herzberg assumes a direct relationship between satisfaction and productivity. However, he failed to look into this relationship. His theory studied satisfaction in isolation without considering productivity. In spite of these criticisms, Hertzberg's theory has received wide attention. Practicing managers of the day use techniques like job enrichment, sharing responsibility with subordinates, allowing greater freedom on the job etc. spin offs from Hertzberg's research. To a fair extent, Hertzberg's research matches with results of other surveys made on employees' satisfaction.

2. What is career management? How does organization involve itself in employee Career Management?

Career planning generally involves getting to know who you are, what you want, and how to get there. Keep in mind that career planning is a continuous process that allows you to move from one stage to another stage as your life changes. You may even find yourself going back to look at who you are again after exploring how to get there. Learning to negotiate the career planning process now is essential, considering most people will change careers several times in a lifetime.

Career Planning Involves following steps:

i. Identifying individual needs and aspirations:

Most individuals do not have a clear cut idea about their career aspirations, anchors and goals. The human resource professionals must, therefore, help an employee by providing as much information as possible showing what kind of work would suit the employee most, taking his skills, experience, and aptitude into account. Such assistance is extended through workshops/seminars while the employees are subjected to psychological testing, simulation exercises, etc. The basic purpose of such an exercise is to help an employee form a clear view about what he should do to build his career within the company. Workshops and seminars increase employee interest by showing the value of career planning. They help employees set career goals, identify career paths and uncover specific career development activities (discussed later). These individual efforts may be supplemented by printed or taped information. To assist employees in a better way, organizations construct a data bank consisting of information on the career histories, skill evaluations and career preferences of its employees (known as skill or talent inventory).

ii. **Analyzing career opportunities:**

Once career needs and aspirations of employees are known, the organization has to provide career paths for each position. Career paths show career progression possibilities clearly. They indicate the various positions that one could hold over a period of time, if one is able to perform well. Career paths change over time, of course, in tune with employee's needs and organizational requirements. While outlining career paths, the claims of experienced persons lacking professional degrees and that of young recruits with excellent degrees but without experience need to be balanced properly.

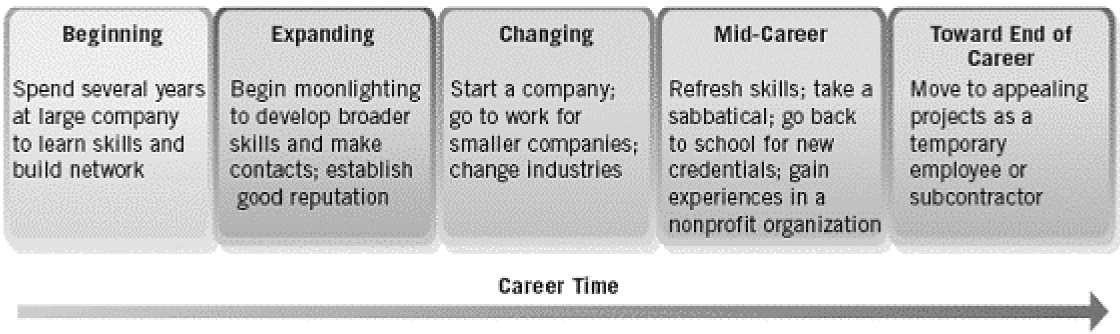
iii. **Aligning needs and opportunities:**

After employees have identified their needs and have realized the existence of career opportunities the remaining problem is one of alignment. This process consists of two steps: first, identify the potential of employees and then undertake career development

programmers (discussed later on elaborately) with a view to align employee needs and organizational opportunities. Through performance appraisal, the potential of employees can be assessed to some extent. Such an appraisal would help reveal employees who need further training, employees who can take up added responsibilities, etc. After identifying the potential of employees certain developmental techniques such as special assignments, planned position rotation, supervisory coaching, job enrichment, understudy programs can be undertaken to update employee knowledge and skills.

iv. **Action plans and periodic review:**

The matching process would uncover gaps. These need to be bridged through individual career development efforts and organization supported efforts from time to time. After initiating these steps, it is necessary to review the whole thing every now and then. This will help the employee know in which direction he is moving, what changes are likely to take place, what kind of skills are needed to face new and emerging organizational challenges. From an organizational standpoint also, it is necessary to find out how employees are doing, what are their goals and aspirations, whether the career paths are in tune with individual needs and serve the overall corporate objectives, etc.



3. What is the need to motivate employees?

Employee Retention

Employees enter a workforce with the intent to work hard and do a good job. This is human nature, according to author John Roulet in a 2009 "Forbes" magazine piece. Managers should therefore work toward preventing demotivation in employees. In seeking a work environment that includes clear direction, personal respect and the resources they need to do their job, quality employees will leave for the competition. On the flipside, a company with an environment that prevents demotivation, or includes the financial compensation and recognition of a formalized motivation program, will retain good workers.

Frees Owner to Work on Strategic Tasks

In particular in a small business with few staff members, motivated employees can relieve the owner of the need to manage everyday operations. The owner is then free to think strategically about the direction of the company and make higher-level decisions. A less motivated workforce can do damage to a small business by not providing the quality of service required to maintain clients or build product that is of a quality customers expect. A motivated workforce, on the other hand, can be trusted to hold the reins of the organization at a level the owner can depend on.

Prevent Complacency

A motivated workforce will work in a way that provides the greatest value it can to the organization. Disinterest in daily tasks or a feeling of disconnect from the company's overall objectives can lead to a reduction in the quality of work. Instead of doing their best, employees will simply want to do their jobs well enough to remain employed. The success of the company will suffer as a result of employees working below their level of capability.

Encourage Worker Creativity, Commitment and Energy

Employee imagination and creativity can feed into the innovations made by a new business. All businesses must evolve to remain competitive; if employees are not motivated, they will cease to offer ideas which will help the company maintain its market share or gain new clients. Employees will bring less energy to their jobs if they lack motivation and their time will be worth less; as productivity declines, the business' bottom line could suffer.

4. Explain any two theories of motivation. How can they be used to motivate

employees?

1. Apply any process theory explain how you would motivate employees.

PROCESS THEORY

Process theory identifies how motivation actually takes place? The belief is that there are clearly identifiable steps that the organization must adopt to motivate an employee. It is possible to motivate only if the organization knows how employees are motivated. Therefore, it must take initiative to identify and clearly map these steps.

Process theories of motivation attempt to understand what individuals think when they decide to put effort into a particular job. Process theories are concerned with the thought processes that influence the individual's behavior. Two process theories that we shall look into are the Equity theory and the Expectancy theory. Equity theory is associated with Stacey Adams. It finds the relationship between inputs and outputs. If the ratio derived is the same for everyone in an organization then equity is established. When inequity exists individuals react in different ways to establish equity. Expectancy theory is associated with Victor Vroom and Porter and Lawler.

According to expectancy theory effort is linked to the desire for a particular outcome. However, it is moderated by an evaluation of the likelihood of success. The theory concludes that, individuals will expend efforts when they have a reasonable expectation that it will lead to the desired outcome, effort perse is not sufficient but it has to be accompanied by ability and skill, and job satisfaction results from effective job performance.

Conclusions of these two theories have wide implications on job design, reward allocations and performance. Understanding them is therefore of crucial importance.

Let us now understand these popular process theories in detail.

Adams Equity Theory

According to the equity theory proposed by Stacey Adams, individuals are motivated by their beliefs about the reward structure. Rewards may be considered to be fair or unfair, relative to the inputs the individual puts in. Individuals use subjective judgment to compare the outcomes and inputs. Comparisons are made between the individual's inputs and outputs. Comparisons are also made between different individuals. Adams suggested that these comparisons have an impact on the individual's performance. Let us see what impact it has? If the individual feels that they are not equally rewarded they either reduce the quantity or quality of work or move to some other organization. However, if people perceive that they are well rewarded, they may be motivated to work harder.

Vroom's Theory

Perhaps Victor Vroom has propounded the first expectancy theory based explanations of motivation. His theory is based on three variables: expectancy, valence and instrumentality. It is commonly referred to as the VIE theory. According to this theory, motivation can be mathematically defined as:

Motivation = Valence x Expectancy x Instrumentality

What do these terms mean? Let us see them in detail.

Expectancy: An employee's choice of behavior depends not only on the outcome, but also the probability that this outcome can be achieved. This is based on perceptions of the employee and is denoted as subjective probabilities. The probabilities range from 0-1. Expectancy denotes the relationship between effort expended and first level outcomes.

Valence: It denotes the attractiveness of a particular outcome to the employee. It is the satisfaction that may arise from attaining the outcome.

Instrumentality: The valence of outcomes is derived from the instrumentality. In this context it would be better to distinguish between first level outcomes and second level outcomes. First level outcomes are based on performance. Sometimes employees perform well on their jobs because they like to. They are not concerned with performance outcomes. Performance outcomes have valence because they lead to second level outcomes. Second level outcomes are usually need based . Second level outcomes are performance based and do not depend on effort expended. They bring about satisfaction. The theory proposes that employees choose the behavior that will help them attain a preferred outcome, which will bring them satisfaction. . Though the theory is considered to be difficult to comprehend, it is considered useful to understand the complexities of work motivation. Expectancy theory suggests that an employees can be motivated to perform well if they are able to understand that such performance will lead to a good performance appraisal. In turn, this score may result in realization of a personal goal such as a promotion.

Porter and Lawler's Model

Actual performance in a job is primarily determined by the effort expended. Unless the individual values the rewards and is able to see the linkage between effort and reward, he will not put in effort. Effort is also affected by the individual's abilities, traits and role perceptions. Performance leads to intrinsic as well as extrinsic rewards. Satisfaction of the individual depends upon the fairness of the reward. If these rewards are viewed to be equitable then the individual is satisfied. Satisfaction once again motivates the individual to expend efforts.

5. How would you ensure that rewards are effective?

Rewards may be classified into:

- Intrinsic or Extrinsic rewards
- Financial or Non-financial rewards, and
- Performance based or Membership-based rewards

This classification is however not mutually exclusive.

Financial and non- financial rewards make work life attractive. The financial rewards are effective motivators as they have a direct impact on the well-being of the employee. However, they are dependant on the financial resources of the organization. Usually, these are restricted. The organization may not be in a position to give these rewards at all times. Alternately, they use non- financial rewards. As there are no financial implications, organizations are able to use them freely. However, it may not find ready acceptance with the employee. How he views these rewards depends on his attitude. One employee may see his new job title as a special recognition for good performance; another may understand it as a simple gimmick. While the former feels rewarded and is satisfied the latter is not. It is possible that in an extreme situation he may even take it as an insult.

The rewards may be based on either performance or membership in the organization. It is true that very few organizations actually reward employees based on their performance on the job. Yet most managers claim to reward employee performance. Reward allocations in organizations are predominantly membership-based. Performance-based rewards include incentive schemes, commissions, bonuses etc. Membership-based rewards include profit sharing, fringe benefits, promotions based on seniority etc. The distinction between the two is not always clear.

Membership based rewards are given to all employees. It is not dependant on performance. Take the case of fringe benefits like subsidized transportation or free education for children sick leave free medical treatment etc. They are given to all employees in the organization. These rewards are allocated solely on the basis of membership. Performance based rewards are powerful motivators. Employees are able to see the direct link between their performance and rewards. As membership based rewards are available to all employees it may not really motivate employees. However, they may be satisfied with them.

QUALITIES OF EFFECTIVE REWARDS

Let us now identify the qualities of an effective reward. Effective rewards must be:

- Employee specific
- Visible
- Equitable
- Flexible
- Cost effective

6. Explain the different types of rewards.

Rewards may be classified into:

- Intrinsic or Extrinsic rewards
- Financial or Non-financial rewards, and
- Performance based or Membership-based rewards

Employee specific

Rewards work best when they are designed to meet the needs of the individual employee. We have already understood that each employee is different. Therefore, these differences are reflected in the employee's needs and the perception of the reward. It is important that these match. Only then the reward will be effective. For example, some employees value money as rewards. Nothing else would be seen as a reward. Some others in the same organization doing a similar job might be able to accept time offs from the job as an equally good reward. Reward preferences depend on the employee's age, marital status, and the number of dependants, spousal income, and other income. In the traditional compensation method we allocate rewards to all employees. All employees get the same rewards. There is no choice available. Therefore, it does not consider the requirements of the employee. The scope of these rewards is limited. They have limitations as motivators. The modern cafeteria compensation method is one way by which we can individualize rewards. This method allows each employee the freedom to choose the compensation package that satisfies his current needs. When the organization adopts the cafeteria-type flexible compensation method, it informs each employee, what his total compensation is. Thereafter, each employee chooses a mix of salary and other benefits to suit his specific needs. For example, a young employee may prefer to get a larger portion of his total compensation as salary leaving very little for other benefits. Whereas, a middle-aged employee may choose fifty percent of his total compensation as salary and the other fifty percent as benefits.

Visible

Rewards must have visibility, only then will it really motivate. If employees are able to see the effect of the reward, the motivation is always stronger. Moreover, it tends to have a direct influence on other employees too. How can managers increase the visibility of rewards? One technique is to make salary increases sufficiently large to make it noticed. This means the organization will have to refrain from periodical small increases. The best thing they could do is to widely publicize the rewards. For example, if the organization intends to pay bonus to its employees it may make it known widely through a press release. This will catch the attention of both insiders and outsiders. Names of the top earners in the organization may be put up in the notice boards. This gives every employee an idea how much he too can earn if he performs. It is a powerful motivation technique. Open communication leaves no scope for controversies that normally arise when compensation is kept secret. It is difficult, for most organizations to be absolutely open about compensation policies. When employees are aware of such information, they would compare their compensation with others. This would expose inefficiencies in the system. This. in turn will lead to negative consequences like, low morale, dissatisfaction and conflicts. Openness has its advantage .It suggests an equitable compensation system and managements commitment to be fair to all employees. It improves the confidence employees have on the management.

Equitable

Rewards must be perceived as equitable. Employees often make comparisons about what rewards are available to them and others doing similar jobs. If performance differs then there is some justification for rewards being different. Otherwise, employees experience inequity. Employees may try to reason with the organization for equitable rewards. Where these attempts fail, the employee may adjust his performance to suit the rewards given. This way, he is able to bring in equity. This affects the overall performance.

Flexible

Rewards must be flexible. To be an effective reward it should be flexible both in terms of the quantity, and the employees it is directed at. Sometimes the reward is not given to everyone in the organization but only to a few. For example, the productivity bonus is usually adjusted according to the output in the year. Similarly, the management may decide to restrict payment of bonus only to workers who have contributed to the phenomenal performance. Flexibility means the organization must reward the employees as frequently as possible. When rewards are given frequently it provides much needed extrinsic motivation, however, this may diminish the value of the reward. For example, when the organization gives a quarterly bonus without any link to productivity, then it loses its value as a reward. In fact, employees may even begin to see it as a routine payment due to them. Similarly, it is possible to use recognition as a flexible reward. It can be allocated differently to different employees. However, employees discount it after a point of time.

Organizations must also be able to design and introduce new rewards when there is a need. It also means that old rewards or rewards that are no longer capable of motivating employees must be removed. Such flexibility is essential in an environment where organizations are competitive even in their reward systems. You can see new rewards almost in all organizations. For example, stock options were a great hit as rewards; the debate on considering it a true reward changed perceptions about it. However, not all stock options are attractive

Cost effective

Reward allocation involves cost. Care must be taken to understand the payoffs. Otherwise it would increase the financial burden .As far as possible rewards must be allocated at a relatively low cost. For example, when the organization adopts the cafeteria method each employee selects the reward that suits his need. One problem it may encounter is that employees may opt out of some schemes like the group insurance scheme. They may prefer to draw more as salary. They may even opt to purchase an individual insurance cover. This affects the administration of the group insurance. The costs and benefits of the scheme are based on the number of employees enrolled in it. It is reduced if the number decreases. The cost of the group insurance scheme would rise considerably making it unattractive.

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7. Explain the process of linking pay to job evaluation.

JOB EVALUATION AND PAY STRUCTURE

Compensation administration relies heavily on job evaluation. A good job evaluation sets the pace for the establishment of a sound pay structure. Let us recall the process of job evaluation .We shall then discussion how it is used in the design of pay structures. Every organization does a job analysis. This helps to define the duties and responsibilities of the job, skills required for the job, authority relationships, work conditions, and other job relevant information. The data elicited from the job analysis is used to prepare the job descriptions, job specifications, and the job evaluation.

The job evaluation uses the information obtained during the job analysis to critically analyze the value of the job. The value of each job is determined in relation to all other jobs in the organization. Therefore, the job evaluation attempts to rank all the jobs in the organization hierarchically. This hierarchy denotes the relative worth of the jobs. Job evaluation may be done using the ranking, classification, factor comparison, and point method. Organizations typically use any of these methods. In the ranking method a committee consisting of both management and employee representatives draw up a simple rank order of jobs, from highest to lowest. When there are a large number of jobs the ranking becomes impossible. In the classification method jobs are classified on the basis of skills, knowledge and responsibilities.

The idea is to create a number of distinct classes of jobs. At times classification can become cumbersome. It may even be difficult to classify the job into a distinct group. The factor comparison method uses the quantitative ranking method. The key jobs in the organization are identified and chosen as standards. The key jobs are then compared with other jobs. They are compared on criteria such as physical standards, mental abilities, skill requirements, working conditions, and responsibility. Thereafter, the key jobs are ranked. The base rate is worked out for each of the key jobs. Then, this base rate is allocated among the five criteria. This is the standard on which other jobs are evaluated. Any discrepancies are resolved. The factor comparison method is complex. Critics question the logic of using the same five criteria to assess all jobs since jobs differ across and within organizations.

In the point method, the job is divided on the basis of criteria such as skill, effort and responsibility. Based on the importance of each criterion in enabling employees to perform the job, appropriate weights are given. Thereafter the total is worked up. Jobs with similar totals are grouped into the same pay grades. There is minimum chance of errors. However, the method is complex. It is time consuming too.

DESIGN OF THE PAY STRUCTURE

The data obtained in the job evaluation is used to design the organization’s pay structure. This process aims at ensuring that the pay scales are appropriate to the ranks, classifications, or points obtained through the job evaluation. Therefore, the job evaluation methods provide the requisite information for designing the organization’s pay structure .The organization may use any of the methods that best suits it. The organizations normally use wage surveys to get information on pay structures within the firms in the industry. The information facilitates comparison. These comparisons give the organization an idea whether its wages are on par with that of other similar organizations. Such information helps them to fix wages for new positions, positions where there is a scarcity of manpower, positions subject to high attrition etc. The organization may use existing published wage survey data or may opt to collect their own data through a wage survey. When the organization does its own wage survey it can collect a wide range of information. Information collected include, the prevailing average wage level for similar jobs, minimum and maximum wage rates in the industry, shift and overtime pay structure, holiday allowances, etc.

Wage curves are then prepared to understand what similar organizations are paying for similar jobs. For example, if the organization uses the point method, it plots the point totals and wage data for similar jobs in comparable organizations. This gives the wage curve. Such graphical representation makes comparisons easy. The wage curve depicts the relationship between points and wage rates. It helps to identify jobs where the pay falls outside the industry levels. If the pay falls below the industry levels the organization may have to pull it up to align it. When the pay is above, it is an indication that the organization may be deliberately keeping it high to attract or retain employees with key skills. Once the wage curve is prepared the organization can decide on the wage structure. Jobs that are similar in terms of ranks, classes, grades, or points are identified.

They are then grouped together. Most organizations generally design their wage structure with broad ranges in each grade. This enables it to distinguish between different levels of performance. Some overlap between grades is possible. This is because employees who reach the top of their grade may fit close to employees who are at the bottom of the next higher grade. The only way that employees who have reached the top of their grade can increase their pay is by getting promoted to a higher grade.

8. What are the benefits given to employees?

BENEFITS

There are several benefits that are provided by the organization. While some are legally required benefits, others are voluntary benefits. Let us see each of these benefits.

Legally Required Benefits

The legally required benefits are given under the provisions of the relevant laws. The organization may not be interested to give these benefits. Yet, it may do so as it would otherwise attract legal action against it. Generally, the organization makes contributions to social security, and unemployment compensation programs. They are required to pay workers compensation for death, partial or total disability and temporary or permanent disability arising during the course of work. The employees are assured of retirement benefits. The family is assured of survivor benefits in case of the employee's death. Compensation in case of termination is also given when the need arises. The organization has to prepare itself for both planned and unplanned financial obligations to its employees. Let us first see some of these benefits. We shall then briefly discuss the provisions of the relevant laws.

- **Social Security**

Social security benefits are usually financed through contributions from the employee. The employer matches with a similar contribution . The contribution is a certain percentage of the earnings of the employee. It is an important program to protect the aged employee. It helps them with a payment that ensures at least a minimum standard of living. Such programs are designed, as there is a possibility that at a future time, the employee may become too weak or disabled to work. The social security programs provide immediate relief to such employees. It is a welfare program. Current employees pay taxes from which past employees are supported. An aged employee who is well provided is normally excluded from the benefit program. It is need based unlike a pension program.

- **Unemployment Compensation**

This benefit is provided to persons who cannot find a job. Persons who are registered for at least ten years in the employment exchange and without a job are eligible for such compensation. The Government administers the payments under this scheme. A formal application must be made. Unemployment doles are funded through tax revenues. The amount of dole is revised periodically.

- **Worker Compensation**

Workers compensation programs are designed to protect employees suffering from partial, total or permanent disability. Such disability, affects the employee's ability to do his job. Compensation is also payable to the family incase of death of the employee. The disability or death must arise in the course of the employee's work. The purpose is to shift the cost of the accident to the employer. The Workman's Compensation Act governs the rules regarding compensation payments in such circumstances. Different disabilities attract a different fixed amount of compensation.

Compensation payment for severe disabilities is computed considering the employee's current earnings, future earnings, financial position and responsibilities. The compensation may be monetary payments or through payment of medical expenses. The entire financial burden of compensation lies with the employer. Every employer therefore, shifts the burden to an insurer. This is done through appropriate insurance cover for each and every employee. Insurers require the employer to maintain records to facilitate claims. Moreover the bonus of keeping the workplace safe and free of accidents rests with the employer. The employer is required to satisfy the legal provisions regarding health and safety of employees. Manufacturing organizations usually have several cases of accidents at work. The factories act prescribes safety precautions. It is mandatory for the employer to comply with the provisions of the Factories Act. Besides physical disabilities, today emotional disabilities also need to be covered.

This is because there is a rising trend of mental sickness affecting a sizeable portion of the working population. Such mental sickness leads to stress and burnout that affects the capacity of the individual to do his job. Most often it culminates in heart attacks at a young age. The I.T. sector is witness to a large number of such cases. These are attributable to work pressures. Therefore, the employer is liable to pay compensation. However, insurance to cover such mental sickness is yet to catch on. Some jobs expose the employee to health hazards. For example the mining, leather and chemical industries are cases in point. Risks of radiation, skin allergies and Respiratory problems are some common occupational health hazards. You may recall the Bhopal gas tragedy that occurred at the premises of Union Carbide Ltd. It killed many employees and disabled many more. The employee or his family has to be compensated for such health hazards. Therefore, the employer normally takes an insurance cover for the employees. As the risk is high these covers have a high premium and therefore mean larger cost outlays.

- **Survivor benefits**

This benefit is paid to the family of the deceased employee. Incase the employee dies in harness, monetary payment is made. Sometimes, as in the government sector, a suitable job is offered to the spouse or one child of the deceased employee. This benefit is given to ensure that the family is able to maintain a minimum standard of life even after the employee's demise. It is usually a humanitarian gesture. Sometimes, they are legally enforced.

- **Retirement benefits**

Jobs in the Government and the public sector offer pension on retirement. To qualify, the employee must be a regular employee. He must have completed twelve years of continuous employment. Pension is computed on the basis of length of service. Family pension is paid to the spouse and children on the demise of the retired employee. Pension payments are governed by the pension payment rules in force. Pension payments are not attachable by court of law. Pension payments cannot be used to offset dues from the employee. In this context, they are legally required benefits. In the private sector, however, pension payments are mostly voluntary benefits and are almost nonexistent in most organizations. Pension payments may be straight payments or contributory in nature. Straight payments are based on the last drawn salary. It is worked out on the basis of a fixed percentage. The length of service in the organization is an important factor that determines the quantum of pension. In the contributory method, the employer and employee contribute a certain percentage to the employees pension fund. The employee is given the choice of deciding between a pure equity, pure debt or a balanced (i.e. 50% in equity and 50% in debt) pension fund. The quantum of pension depends on how the fund performs. As there is a fair extent of uncertainty in fund performance, the employees do not see it as a real benefit.

 Termination Benefits

When the employer terminates the employee he has to pay compensation. The termination benefits are stipulated in the employment contract. Most jobs offer three months pay as termination benefits. However, to a large extent the quantum of benefit depends on the length of remaining service. When the organization desires to trim the size of its workforce, it may go for a voluntary retirement scheme. Benefits are attractive enough to induce a large number of employees to tender their resignation. Irrespective of the nature of the retirement, termination benefits are legally required benefits**.**

 Sick leave

Employees are allowed to take a specific number of days as sick leave. This is to help them regain their health. Sick leave is available to regular employees alone. The employee must have completed a minimum number of years service. Leave not availed during the year can be accumulated and taken when needed later. During the period, the employee draws his full pay. Sick leave is perhaps one of the most misused leave. Employees generally feel it is a legitimate right. They may avail of the leave even when they are not sick. Some organizations reward employees financially, if they do not use their sick leave during the year.

 Maternity leave

Women employees are allowed three months maternity leave. This is to help employees spend time with their newborn. Maternity leave is a paid leave when the employee has completed a year of service with the organization. In other cases, the employee is allowed to take time off from her job. She may not be paid for the three months of leave availed. The employee's service is protected during this time period. Let us now see the provisions of the relevant laws. In this section we shall discuss only the provisions related to health, safety and welfare of the factories act of 1948. This will give us an idea of compliance issues. For a more comprehensive discussion on the subject of payment of compensation, gratuity, pension etc .you may refer to the respective acts.

9. What are the learning objectives?

Every organization aims at having productive employees. In spite of a good selection process and right development initiatives the organization may still not be able to achieve what it wants. Even if it recruits individuals with knowledge, key skills and abilities, it may still not get the desired results. Why is it so? This is because of lack of motivation. An employee's performance is the result of the interaction between his abilities and motivation. That is why, knowledge, key skills and abilities are alone not enough for effective performance. Motivation is also required to provide the stimulus to convert the knowledge, key skills and abilities into effective performance. Human resource managers find motivating employees a major challenge.

Employees who are motivated usually exert more effort to perform as compared to those who are not motivated. They experience tension. In order to reduce this tension, they undertake some actions. This helps them achieve the goals. These goals in turn, are valued by them. If the goal is not valued then it will not motivate the individual to perform.

LEARNING OBJECTIVES

After learning this unit, you must be able to understand the:

- Relevance of employee motivation
- Distinction between content and process theories of motivation
- Implications of the motivation theories
- Importance of satisfaction in motivating employees
- Different types of rewards

Decisions related to rewards

- Design of pay structure
- Role of benefits
- Legally required and voluntary benefits
- Other benefits to employees

10 . Describe about job satisfaction.

High job satisfaction is identified as a fall out of effective human resource management. Job satisfaction is frequently used interchangeably with employee morale. The organization is responsible to provide jobs from which its employees can derive satisfaction. There is enough research evidence that supports the view that satisfied employees are more motivated. They are therefore more productive. As such, job satisfaction of all employees in the organization is desirable as a means to achieve greater productivity. Often satisfaction is confused with productivity. This is not correct. Therefore, there must be clarity about 'What is satisfaction? ,'and 'What is productivity?'. Perhaps as satisfaction is strongly related to productivity practicing managers are more concerned with job satisfaction. If they are able to keep their employees happy. productivity will be better. There is a lot of effort that goes into understanding what will make employees satisfied. The answer lies in providing the right motivation to each employee. In this section, let us see, the practical application of some motivators in today's organizations.

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12 . What are the other benefits that the organization can provide to employees?

Social Events

Organizations arrange celebrations on New Year's day, Diwali, Dusserra etc. It is arranged in the clubhouse or other place for recreation. Cultural programs, dinner, and fireworks are arranged. It gives an opportunity for the employees to socialize with other employees and their family. Inception day, Foundation day, Republic and Independence days are also celebrated. These occasions are usually organized within the organization .The idea is to foster the national spirit and loyalty. Factory day is celebrated by some organizations. The idea is to open up the factory premises to the family on these days. It enables the family to see and understand the place where the family member works. It helps them familiarize with the workplace, the people and the work. Some organizations also celebrate special events like birthdays and wedding anniversaries of employees. The idea is to promote a stronger bonding. CTS celebrate employees' birthdays. It arranges for gift vouchers to felicitate the employee on his marriage.

- **Picnics**

The organization may arrange a yearly picnic. Employees and their family can participate in the picnic. It is often free of cost. It is to facilitate a social bonding between employees and their family. It also gives them a chance to break from the routine and relax. Some organizations also give the employee and his family a fully paid picnic abroad for a few days. This is one of the latest trends in the corporate setting.

- **Leave Travel Concessions**

The organization may provide free travel to the employees and their family. The employee is free to make the choice of destination. This is usually given once in a block of three or four years. Employees of the central and state government are given this facility. Most other public and private sector organizations also extend this benefit to their employees.

- **Housing**

Subsidized housing is provided to employees. As a decent rental accommodation is hard to find or beyond the means of employees, organizations take on the onus of providing it. In case the organization is situated in a remote place the organization provides housing to its employees. Housing is also provided when the organization is situated far from the city or town. This saves travel time. In the absence of this facility, people may not be willing to take up these jobs as they may not have access to good housing in such places.

- **Credit**

Organizations provide credit at attractive rates to employees. The interest rates are much lower than what is prevailing at the market. The credit facility is offered for purchase of house, conveyance or other consumer goods. This facility is offered only to the long-standing employees. Such credit helps the employee to enjoy a facility that he would not normally be able to afford. CTS provides interest free loan to new recruits to help them settle in at their new work place. Loans are also extended for medical emergency and to meet their wedding expenses.

- **Festival Advance**

Festival advances are extended to employees to purchase items required for celebrating a major festival such as Diwali. The advance is about three or five months salary of the employee. The advance is repaid at convenient installments spread over ten or twelve months. The benefit is available only to employees who have completed a year of service as a regular employee.

- **Education Facilities**

Organizations also provide educational loans or free education to employees and their children. The interest rates for the loans is fairly low. It helps employees to enhance their qualification. It helps them to give their children good education which may not be otherwise possible. Sometimes, the organization agrees to bear the entire education expenses of its employee's children. It is mostly a philanthropic gesture. Organizations established in remote locations often start their own schools to meet the educational requirements of the employees' children. Education is usually free. The facilities are normally open to other children too. Sometimes the organization may adopted by employees' children. Facilities are provided to the school. It helps to ensure that the children get a decent education. In collaboration with Joseph Cardijn Technical Institute, Voltas has started an initiative to impart technical training in air conditioning and refrigeration for underprivileged school dropouts. Volunteer engineers from the company are involved as trainers for the one-year program. Hughes Software Systems (Flextronics) along with the India Literacy Project also participates in a similar initiative. Employees of the organization support projects in remote villages in Pattpargunj and Ajmer. Through 'Karm-Marg', the volunteers reach out to destitute children. A reach out week to showcase the talent of these children is held at the Hughes Software Systems campus .CTS reimburses educational expenses up to Rupees five thousand to employees for pursuing MS at BITS Pilani.

- **Food subsidy**

Canteen facilities are provided in most organizations. Food is provided at subsidized rates. Sometimes refreshments are provided free of cost. Most organizations provide free coffee during coffee breaks. The idea is to make it available at the employees' desk. This restricts the possibility of employees' taking extended breaks. It also helps the employee refresh himself. Sometimes, the organization provides food coupons to the employees.

- **Supplies**

Some organizations like the Indian Oil Corporation and Bharat Petroleum Corporation provide petrol at subsidized rates to its employees. The Bharat Sanchar Nigam Ltd. provides a telephone with a fixed number of free calls to employees. The defence department provides consumer durables at subsidized rates to its employees. The military services provide free supplies to military men. Children of teachers studying in the same school are provided free education. These benefits are provided to employees who have served the required tenure. The quantum is cadre specific. The idea is to help employees afford a better standard of living. It also enables employees to develop commitment to the organization.

- **Transportation**

Organizations provide subsidized transportation to employees. It helps employees whose work place is far off from the city or town. It helps them to travel in comfort. It also frees them from the tension of depending on public transport. You would have seen a number of I.T companies such as Wipro, CTS and TCS to name a few plying their buses for the benefit of their employees. BPO organizations such as Alsec, Sutherland and Perot operate their shifts at night. They provide cabbie services to employees. The cabbies pick up and drop the employees at their doorstep.

- **Creche**

Working women often find it difficult to get good baby sitters to take care of their children. Organizations provide creche facility to their employees. The crèche takes care of the children during the employees' work time. The Central Leather Research Institute, Bharat Heavy Electricals, Indian Oil Corporation etc. have full-fledged crèches with all amenities. Establishment of a crèche is mandatory under the factories act.

 Help Desks
Organizations operate help desks to assist employees in small jobs that they find difficult to attend to because of work pressures. For example, they are assisted in paying utility bills, purchasing tickets for entertainment, booking travel tickets etc. Some organizations offering this facility are, Hyundai, Infosys and Wipro. The employees are saved the trouble of making alternate arrangement for such routine tasks.
 Counseling
Counseling is an important job of the boss. Work related problems are best solved through counseling. However, when the situation cannot be handled internally, professional counselors are called in. Counseling need not be confined to work related problems. Domestic problems can also be addressed through counseling. Advice on coping with alcoholism, drug abuse, terminal illness, marital discord, pressures of child rearing, financial problems etc. are provided in the counseling sessions. It is seldom possible for the employee to forget his difficulties back home when he is at work. Persistent problems usually affect his work. Organizations therefore step in to help the
employees. Sometimes these facilities are open to outsiders too. The TTK groups de addiction centre is a corporate initiative to help alcoholics to quit alcoholism. Some organizations also have a permanent counseling centre that takes care of the counseling needs of the employees. The centre may arrange stress relief workshops, lessons on yoga and meditation to help employees cope with problems at work and family.

UNIT-V

1. Why is control required in organization? How can it be made effective?

Organizational control is the process of assigning, evaluating, and regulating resources on an ongoing basis to accomplish an organization's goals. To successfully control an organization, managers need to not only know what the performance standards are, but also figure out how to share that information with employees.

Control can be defined narrowly as the process a manager takes to assure that actual performance conforms to the organization's plan, or more broadly as anything that regulates the process or activity of an organization. The following content follows the general interpretation by defining *managerial control* as monitoring performance against a plan and then making adjustments either in the plan or in operations as necessary.

The six major purposes of controls are as follows:

- **Controls make plans effective.** Managers need to measure progress, offer feedback, and direct their teams if they want to succeed.
- **Controls make sure that organizational activities are consistent.** Policies and procedures help ensure that efforts are integrated.
- **Controls make organizations effective.** Organizations need controls in place if they want to achieve and accomplish their objectives.
- **Controls make organizations efficient.** Efficiency probably depends more on controls than any other management function.
- **Controls provide feedback on project status.** Not only do they measure progress, but controls also provide feedback to participants as well. Feedback influences behavior and is an essential ingredient in the control process.

- **Controls aid in decision making.** The ultimate purpose of controls is to help managers make better decisions. Controls make managers aware of problems and give them information that is necessary for decision making.

Many people assert that as the nature of organizations has changed, so must the nature of management controls. New forms of organizations, such as self-organizing organizations, self-managed teams, and network organizations, allow organizations to be more responsive and adaptable in today's rapidly changing world. These forms also cultivate empowerment among employees, much more so than the hierarchical organizations of the past.

Some people even claim that management shouldn't exercise any form of control whatsoever, and should only support employee efforts to be fully productive members of organizations and communities. Along those same lines, some experts even use the word “coordinating” in place of “controlling” to avoid sounding coercive. However, some forms of controls must exist for an organization to exist. For an organization to exist, it needs some goal or purpose, or it isn't an organization at all. Individual behaviors, group behaviors, and all organizational performance must be in line with the strategic focus of the organization.

2. How can effective feedback be given to employees?

Feedback can be a double-edged sword. If provided effectively, feedback can inspire, uplift, and motivate the recipient to do better. However, if the job is botched, bad feedback can result in lingering anger, de-motivation, resentment, loss of respect, and permanent damage to the relationship.

" The underlying belief of giving good feedback is that the recipient is capable of doing better. Here are five steps to motivating your people with feedback:

1. MAKE IT TIMELY

The time to give feedback is as soon as possible after a situation or event has occurred. As time passes, memory fades, and people are more likely to interpret the situation differently.

Giving critical feedback may be difficult, but it won’t get any easier over time. Keeping the task on the back-burner will take up energy and occupy space in our minds that could be better used. The sooner you jump in and get it over with, the quicker you can move forward.

2. PREPARE BEFORE THE MEETING

Before you schedule a time for feedback, ensure you are in the right frame of mind. Reflect on your feelings and intentions. If your predominant sentiment is anger and judgment, it is not time to provide feedback. Your emotions and energy will be felt by the person right away and the feedback will not be received positively. If you are unsure of how your feedback will be interpreted, practice with a trusted colleague, friend, or family member.

3. ASK THE RECIPIENT FOR HIS OWN FEEDBACK

The most powerful and beneficial feedback will come from the recipient himself. Offer him the opportunity to tell you what he thinks and feels before you give him your viewpoint.

If his response is on board with what you were intending to share with him, give him credit for his insight and ask him what he thinks he can do to change his behavior or the situation at hand. The more buy-in you glean from the recipient, the more likely the person will be motivated to change.

4. STICK TO THE FACTS

Talk about what you witnessed and don't get into what you think happened. For example, you could say that the report you needed wasn't done on time, but don't assume it was because he is not interested in his job. Instead, talk about the impact of not receiving the report on time and how that affected others. Give him a chance to explain why it wasn't completed at the deadline.

5. ACTIVELY LISTEN AND CHECK YOUR EMOTIONS

How well your feedback is received and translated into positive results depends on how well the recipient feels he is heard when he responds. Pause after you have said what you needed to and allow him the time he needs to collect his thoughts and respond without interruption.

Repeat to him, in your own words, what you heard him say. If you are feeling angry or upset by what he just told you, give yourself a few moments to collect your thoughts. If you are still feeling a strong emotional charge, it is better to tell him you will need to think about this and set a time to get back to him.

6. END ON A POSITIVE NOTE

If you are able to, begin with something positive that you have observed. This will help balance any negative or critical feelings and lower the defensiveness the recipient may feel.

3. Take a look at your performance assessment. How do you feel about it?

The organization must achieve its goals. This depends on whether the individual employees are able to achieve their individual goals. Therefore, it is important to make a periodic evaluation of how successful each individual employee is in achieving his individual goals. Performance appraisals help to assess individual accomplishments.

It is a very important role of the human resource manager. There are three purposes served by a good performance appraisal process. Firstly is it is used as a basis for allocating rewards. Decisions about salary increases, promotions, and other rewards are the fallouts of the performance evaluation. Secondly, the appraisal could be used to identify areas where development is necessitated. It helps the evaluator to determine those individuals who lack the skill or knowledge to do a good job. Finally, the performance appraisal can also be used as a criterion to validate selection devices and training and development programs. For example a company may have introduced a new selection process. How can it determine if the process is able to differentiate between good and bad performers? It is possible if it is able to identify some standard of satisfactory performance in the selection. A bias-free, valid, and reliable performance appraisal system can help it establish such standards.

All most all organizations have a well-defined appraisal process in place. At the Hindustan Unilever Ltd. every employee is put through a thorough performance evaluation. The evaluation is linked to the reward system. At Satyam computers, performance assessment is two-dimensional. The two dimensions assessed are, 'outcome' and 'asset building'. The performance Appraisal in Reliance Energy essentially involves recognition of employee performance, willingness to involve in continuous learning, and development of skills required to remain employable. HDFC Bank has introduced a novel scheme.

Subordinates are asked to evaluate their boss on some dimensions. The dimensions are communication, direction, feedback, and empowerment. Almost all public sector organizations like ONGC, SAIL, IOC, NTPC, BHEL etc. have a yearly appraisal. The appraisal considers two components. The first, is an evaluation of the employee by the boss and the second, is a self-evaluation. The composite of these scores is considered to reflect the employee's performance. Multinationals like Ford, Hyundai, Microsoft, Cisco, American Express and Grind lays, have performance evaluations that are directly linked to the rewards. There is uniformity of evaluation across all employees in the organization irrespective of the place of posting

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4. Visit the International Labor Organization's website. What does it say about Grievances?. Approach an organization of your choice. Write down how they manage employee Grievances.

GRIEVANCE

Employees have several reasons to feel aggrieved in the workplace. Grievances may occur because of the work, the work conditions and the work relations. Sometimes the organization takes steps to address the grievance .At other times; it may prefer to ignore it. The pros and cons of these actions are entirely different. When the grievance receives attention, employees feel better. It helps them air their mind. The management is able to see the employees' viewpoint. This can prevent it from growing into a larger problem. Sometimes, the management does not take heed of the employees' grievance. There are chances that after some time, the employees stop talking about it. After some time, there is a possibility that the employees learn to cope with it.

Thereafter, they may not experience any inconvenience on account of it. Unfortunately, all grievances do not end like this. Some do manifest into bigger problems that ultimately affect the industrial relations climate. Grievance handling depends on the style of management, size of the enterprise, education level of the management and strength of the union. However small the grouse is, it is better, and the management attends to it at the very beginning. This way, it will be able to bring about a better work climate. It is in the interests of the organization to evaluate the organization's health occasionally.

This is preferred to waiting for a grievance to be reported through the grievance redresses machinery. Self-assessments help to identify the manifestation of a problem, identify problem areas, initiate corrective steps, and take proactive decisions when needed. Good communication is essential for maintaining organizational health. A grievance is a complaint of one or more workers. The complaint may be concerned with wages, benefits, work conditions, service rules etc. The grievance is concerned with the interpretation of a contract or award, concerning a single worker or a group of workers. When the grievance has wider coverage or is general in nature, then, it falls outside the purview of the grievance procedure. Such grievances are covered by collective bargaining.

Why do Grievances Occur?

Grievances may arise because of dissatisfaction with the work, work conditions, work safety, occupational health, and work relations. Let us understand each of these in detail.

Work: When workers are unhappy with their job, they voice it as a grievance. Sometimes jobs have unlimited expectations from the individual. This causes an overload. The worker may find it difficult to complete the work even with sincere efforts. When freedom to do the job is denied, then it becomes frustrating to the worker. Sometimes, there are no clear demarcations about the expectations and limits of the job. This can create a lot of problems in terms of authority, responsibility and accountability. It can add on to the stress experienced on the job.

Work Conditions: Both the physical and service work conditions can provoke a lot of resentment among workers. This can lead to grievances. Lack of basic amenities like water, lighting, public conveniences etc are required to be provided by the management. When these are denied or deficient, workers find it difficult to do their work. Overtime, it can manifest into a grievance. Sometimes the lay out of the premise may require the worker to move about unnecessarily. If there were no allowance in time for moving around it would be unfair to the worker. If the facilities are available at one end, the workers in another part of the premise may find it inaccessible. This can cause discomfort to the workers there. Service conditions can also be a source of grouse. When the organization’s rewards are inequitable, promotions biased and career planning bad, workers feel cheated. These are all potential sources of grievance.The Ford Code of Conduct of Basic Working Conditions is a commitment on the part of Ford to promote corporate citizenship and make the work place a better place. Such codes give direction to acceptable actions. The Indian Oil Corporation also has a Human Rights Code of Basic Working Conditions on similar lines.

Work Safety: The non-compliance of safety measures can eventually lead to accidents. This can pit the workers against the management. Legally, the management is required to ensure the demarcation of unsafe zones, follow safety measures, maintain safety devices in working condition, provide and ensure use of safety gears, and train workers on safe work practices. Non-compliance attracts penalty as envisaged by the law. When the employer fails to ensure the safety of the workers, and does not abide by the provisions of the law, the workers may be aggrieved.

Work Health: Alcoholism and drug abuse in the work place can affect other coworkers. This can provoke a lot of ill feelings between workers. The management has to ensure that workers with such problems are treated and counseled to quit or manage these problems. If this is not done, it can have serious implications for other workers. Sometimes, the worker may be exposed to occupational health hazards. Adequate precautions must be made to ensure that every such worker is screened to see if he has contracted the disease. If he has, he must be referred for treatment. Adequate insurance cover must also be provided for the workers. When the management fails to do so, there are chances of grievances occurring.

Work Relations: When the management has poor worker orientation, the worker feels bad about it. It can take several forms. The management may be simply disinterested in the well-being of the workers. Sometimes they may be very harsh on the workers. Either way, the bad work relations may disturb the workers. Bad work relations affect the overall work climate. This can lead to grievances.

5. Recall any discipline problem that you have come across. From what you have Learnt write down how you would deal with it.

Let us now discuss the common disciplinary actions. They are:

- Oral Warning
- Written warning
- Suspension
- Demotion
- Pay cut
- Dismissal

Disciplinary action is progressive. Hence, we shall discuss these according to their severity. The mildest form of disciplinary action will be discussed first.

Oral Warning

It is the first step in the disciplinary action. It is the mildest form of discipline. The boss must inform the employee of the rules that he has violated. The outcomes of his action must be discussed. The employee must be given a fair chance to communicate his feelings on it. It gives the employee an opportunity to justify his actions or give reasons for lapses. The boss is then able to see the problem in a better perspective. Once the problem is agreed to, the employee is given tips to help him correct his behavior. This ensures that such lapses do not occur in future. The employee is also informed about the consequences if the problem persists. It is a common practice to record the lapse and place it on the employee’s file temporarily. All details pertaining to the lapse must be recorded. The report must contain the nature of the problem, time of occurrence, place of occurrence, and outcome of discussion. Normally, if the lapse is corrected, then the record is removed from his file. An effective oral warning avoids the need for further disciplinary action. The employee would correct his behavior. However, if the employee does not correct himself, then there is a need for a more severe action.

Written warning

It is the second step in the disciplinary action. In effect, it is the first stage of the formal disciplinary action. Prior to giving the written warning, the employee is called for a discussion with the boss. The boss then informs the employee that he has violated the rules. The outcomes of this violation are discussed. The employee is given a chance to defend himself. This discussion provides an opportunity to the employee to justify his actions or provide reasons for lapses. It brings clarity to the problem and identifies a solution to correct it. The consequences of deviant behavior are also communicated. The boss informs the employee that he will be issued a written warning. Subsequently. The boss writes up a warning. The warning states the problem, the rule that the employee has violated, solution agreed to, and consequences of recurrence of deviant behavior. The written warning is placed in the employee’s file permanently. A written warning is usually effective. The employee normally is afraid and corrects his behavior. It may avoid the need for severe disciplinary action. However, when the employee fails to correct himself there is a need to go for the next stage of action.

Suspension

It is the third step in the disciplinary action. It is usually resorted to when the earlier two disciplinary actions have failed. Sometimes, if the problem is severe, then the suspension may be given without either an oral or written warning. For example, an employee caught in the act of sabotaging a fire safety device may be suspended without notice. By sabotaging the device the employee endangers the lives of others. A fire mishap is likely to cost the organization heavily both in terms of life and property. The organization would want to send a strict warning to its employees. Therefore, it resorts to the suspension. A suspension or lay off denies the employee the chance to discharge his normal duties in the organization. The period of suspension may be short just for a day or else for several weeks. The period of suspension depends on the severity of the problem. During the period of suspension, the employee does not draw his salary. This denial can be effective in correcting the employee. It makes the employee aware that the organization will not tolerate such lapses.

Organizations resist using suspension as a disciplinary action. This is because; the suspended employee undergoes a lot of trauma if he sees meaning in it. It becomes difficult for him to come back to work with the same work group .If he does not see reason in his suspension, then he develops a negative attitude to work and the organization. He may even influence his co-workers. The consequences may be worse than what it was prior to the suspension. It may be better in this case if the organization restrains from suspending the employees. Sometimes, the organization may find it difficult to replace a suspended employee. This is because he has a set of key skills that are not normally available with other employees. In such a situation, much as it would like to suspend the employee, it would have to refrain from doing so. This would perhaps be in the wider interest of the organization. Demotion and pay cuts generally follow suspension. However they are not as widely used as the other disciplinary actions. However, they are also important for disciplining employees.

Demotion

Some times the organization resorts to demotion. A Demotion sends a strong signal to the employee that his behavior is not acceptable to the organization. Most organizations do not prefer to use this method. This is because it demoralizes the employee as well as other employees. It is a severe form of punishment. The demoted employee is conscious about the demotion at all times. It leaves a lasting mental scar. As a demotion has a very serious motivational consequence on the employees, it is very sparingly used. What are the situations when the demotion is warranted? It is warranted in the following situations where the organization:

- Wants to punish, but does not wish to dismiss the employee as he is capable of doing a good job.
- Desires to warn the employee and force him to correct himself.
- Cannot legally dismiss an employee from service.
- Feels that dismissing the employee may not be ethical.
- Wants to warn other employees that such behavior will not be tolerated. Organizations seldom tolerate unacceptable behavior. A demotion reminds the employee that he has to abide by the rules. The employee is forced to take steps to correct his behavior according to the standards set by the organization. It is aimed at bringing about a permanent change in the employee’s behavior.

Pay cut

Pay cuts may be imposed on the deviant employee. Pay cuts are used as an alternate to dismissal. This form of punishment has a demoralizing effect on the employee. When is the pay cut warranted? It is warranted in the following situations where the organization:

- Desires to handover a serious warning to the employee to correct unacceptable behavior.
- Does not want to lose the employee through a dismissal.
- Wants to save the costs it has to bear on hiring and training a new replacement employee.

The pay cut indicates to the employee that he has to correct himself. He is given a chance to realign his behavior with the expectations of the organization. Once he accomplishes this, the pay cut is rescinded. Thereafter, he begins to draw his normal pay.

Dismissal

Dismissal is the severest form of punishment. It is used only for serious disciplinary problems. There is perhaps no other alternate action is available in some cases. The employee's behavior may be so bad that the organization is forced to dismiss him. For example, an employee in a defense research organization engages in disclosing military secrets to the enemies. Can the organization turn a blind eye? Can it allow a similar incident to happen once again? It definitely cannot do so.

The employee's action affects the reputation of the organization. More over, it has a cascading effect. It would endanger the life and property of the nation. The organization has the moral responsibility to punish the employee. It has the duty to send a signal down to other employees that such behavior will not be tolerated. It has no better option than to dismiss the employee.

A dismissal is traumatic to the employee. It can emotionally upset the employee and his co-workers. Moreover, it is usually difficult to find a good replacement for this employee. Added on are the costs attached to the replacement. Considering the constraints, organizations do not resort to dismissal of employees. However, where there is a severe disciplinary problem, the organization is forced to resort to dismissal. All decisions to dismiss an employee are taken only after the pros and cons are carefully weighed. This is because, hot stoves are often considered to be too harsh on employees. This is especially the case with the first timers.

They tend to create a lot of anxiety among employees. The human relations school favors a humanistic approach when dealing with employees. Most bosses therefore do not wish to enforce the hot stove. Sometimes, the organization is able to put in place the hot stove to discipline its employees. However, it may face several enforcement problems. For example a boss in one department may be willing to use it for disciplining his subordinate. A boss in another department may feel that it is unfair and may not report a discipline problem for fear of having to subject his subordinate to the hot stove. This would be quite unfair to the employees in the other department. It may so happen that when this boss is replaced with someone with a different thinking, problems may be encountered. Each time they have a new boss the subordinates may have a different experience. Employees tend to become confused.

6. What are the common reasons for employee grievances?

Employees have several reasons to feel aggrieved in the workplace. Grievances may occur because of the work, the work conditions and the work relations. Sometimes the organization takes steps to address the grievance .At other times; it may prefer to ignore it. The pros and cons of these actions are entirely different. When the grievance receives attention, employees feel better. It helps them air their mind.

The management is able to see the employees' viewpoint. This can prevent it from growing into a larger problem. Sometimes, the management does not take heed of the employees' grievance. There are chances that after some time, the employees stop talking about it. After some time, there is a possibility that the employees learn to cope with it.

Thereafter, they may not experience any inconvenience on account of it. Unfortunately, all grievances do not end like this. Some do manifest into bigger problems that ultimately affect the industrial relations climate. Grievance handling depends on the style of management, size of the enterprise, education level of the management and strength of the union. However small the grouse is, it is better, and the management attends to it at the very beginning. This way, it will be able to bring about a better work climate. It is in the interests of the organization to evaluate the organization's health occasionally.

Disciplinary guidelines are helpful to human resource managers. These guidelines help them to administer the disciplinary action. Let us understand these guidelines. The three most significant points of the guideline are:

- Choose corrective action as against punishment
- Disciplinary Action must be Progressive
- Apply the hot stove when needed

What do these mean? Let us see them in detail.

Choose corrective action as against punishment

The objective of disciplinary action is to change undesirable employee behavior. Punishment is effective in correcting such behavior. However, it may not be necessary to resort to it at all times. Even if punishment is desirable, it may be better to initiate corrective action. This is because corrective action would help an employee correct himself. Over time learned behavior becomes a part of his work behavior. The effect lasts long. Punishments can momentarily correct behavior. The effect is short lived. Moreover, it can have other side effects that are not good for the organization. Therefore, it is not effective always. It is best to resort to punishment only when there is a dire need.

Disciplinary Action must be Progressive

The disciplinary action depends on the discipline problem. While administering the disciplinary action, care must be taken to ensure that it is progressive. Disciplinary action must take the form of a continuum. It means that for small problems, the disciplinary action must be mild. For bigger problems it should be severe. The mildest disciplinary action is the oral warning. A written warning, suspension, and dismissal follow it. Dismissal is resorted only in extreme cases.

Outcomes of Disciplinary Action

It is easy to initiate disciplinary action if it affects a single employee. When a number of employees are involved and the union is active, it becomes quite difficult to initiate disciplinary action. Yet, if the problem is grave the organization has no other option but initiate action. Such action would help warn other employees .If the action is likely to pit the organization against its employees, there is a lot of thinking that needs to be done. It would be better, if the organization is able to negotiate with employees rather than initiate a disciplinary action that aggravates the problem further.

Management Conviction

When the employee challenges the action, the matter usually moves to a court of law. Can the organization substantiate its action? Formal rules help in such situations. Moreover, if the organization is able to maintain records and show that it is practicing equity, it can prove its case. If the employee is able to challenge and prove the organization wrong successively, then the disciplinary practices become questionable.

7. Is the hot stove method a good method for disciplining employees?

Apply the 'hot stove' when needed

Disciplinary action must be based on the principle of equity. The disciplinary action must be aligned with the disciplinary practice of the organization. There should be no favoritism. The disciplinary action should follow the 'hot stove' rule. This is similar to touching a hot stove. A person touching a hot stove gets a burn immediately. The person knows before hand that touching the stove will cause a burn.

Every person touching the hot stove gets the burn. The hot stove does not distinguish between persons. Every time the person touches a hot stove he gets the burn. The impact of the disciplinary action is reduced when there is a time lag between the problem and the initiation of action. To be effective, the disciplinary action must immediately follow the occurrence of the problem. It also helps the employee relate the problem with the initiation of disciplinary action. However, the urge to act fast must not cloud the need to initiate action. The disciplinary action must follow a warning.

All employees must be aware of the organizations rules and acceptable standards of behavior. Disciplinary action is fair when the employee is given a clear warning that violations would attract penalty. The kind of penalty for different kinds of violations must also be clearly informed. There must be consistency in the disciplinary action. Inconsistency in enforcement of rules affects the impact of the disciplinary action. . Employees doubt the action of the managers.

Employees feel insecure causing high anxiety. Productivity and morale would tend to decline. Such situations are best avoided. At times, due to environmental factors, the manager may act in ways inconsistent with the disciplinary action. It is important to justify the action and communicate it to all employees. This will help to put the matter in the right perspective. It also reinforces faith in the disciplinary action. All penalties must relate to violations not to persons. It must relate to what the person does rather than what his personality is.

The penalty must be the same for all persons who violate the rules. Disciplinary action must be impartial. Impartiality ensures fairness and builds confidence among employees. By adopting the hot stove the organization is able to ensure that the disciplinary action is effective. However, it is quite difficult for most organizations to adopt it.

8. Is the hot stove method a good method for disciplining employees? Apply the 'hot stove' when needed.

FACTORS THAT DISTORT APPRAISALS

The performance appraisal process and techniques that we have seen must be objective. It means that the system must ensure that the evaluations are free from evaluator's personal biases, prejudices, and beliefs. Objective assessments are emphasized, as the dysfunctional behavior of the evaluator is often an impediment to the achievement of the organizational goals. It is however true that in most cases, practicing managers are unable to impartially evaluate and standardize the criteria on the basis of which they appraise. This is especially true of jobs that are not routine or standardized. In these cases it is difficult if not impossible to develop appropriate objective performance standards. Jobs that require a good deal of creativity and decision making perhaps fall in this class. To tide over this situation, managers generally use nonperformance or subjective criteria against which they evaluate their subordinates. This is often detrimental. As far as possible, managers must use direct performance criteria in appraising subordinates. An absolutely error-free performance appraisal is at best an ideal situation. It is seldom possible. Most appraisals are not perfect but optimum. There are a number of factors that prevent an objective evaluation. If we are able to isolate them, we can exercise some control over them thereby, the extent of subjectivity could be reduced.

The factors that distort evaluation are:

- Leniency Error
- Halo Error
- Similarity Error
- Low Differentiation
- Forcing information to match non performance criteria
- Inflationary Pressures
- Inappropriate Substitutes for Performance
- Low Appraiser Motivation

Let us see these factors in detail.

Leniency Error

Every evaluator has a value system against which appraisals are made. When compared to the actual performance some evaluators mark their subordinates high while some others mark their subordinates low. This is what we refer to as leniency errors. The former is a typical case of positive leniency error and the latter a negative leniency error. When the evaluator is positively lenient in the appraisal, the subordinate's performance is seen as better than the actual performance. It is rated much higher than it actually should be. Similarly, in a negative leniency error the performance of the subordinate is not given due recognition. The evaluator gives the subordinate a low appraisal than what he deserves. There is no problem when the same evaluator appraises all in an organization. This is because even though there is an error factor, it is uniform to all. The problem arises when we have different raters with different leniency errors evaluating different individuals. For example, two subordinates may be equally good on their jobs. One is assigned to a boss who tends to be positively lenient whereas the other is assigned to another boss who is negatively lenient. These two evaluations are dramatically different and therefore difficult to reconcile.

Halo Error

The halo error shows a tendency to let the assessment on one trait influence the evaluation of that subordinate on other traits as well. For example, if a subordinate is hardworking we may be biased to rate him high on other attributes such as team spirit and dependency. This may not be true at all. The subordinate may in fact be a loner. One method frequently used to deal with the error is to require the evaluator to consider each dimension independently. Another method, which is generally used where there are a number of subordinates to be evaluated, is to ensure that the evaluator appraises all of them on each and every dimension step by step.

Similarity Error

When the evaluator rates others in the same way as he perceives himself, he is making a similarity error. Thus the evaluator projects perceptions of the self onto others. For example, the evaluator who perceives himself as dependable may evaluate others by looking for this dimension in others. Those who display this characteristic benefit in the evaluation process. Others tend to lose on the other hand. This error would not matter if the same evaluator appraises all. Low inter rater reliability is observed when there are several evaluators and each uses his own similarity criteria.

Low Differentiation

Sometimes, the pattern of evaluation remains the same irrespective of whom or what trait is evaluated. The evaluator's ability to appraise objectively and accurately is affected by the evaluator's rating style and behavior. Evaluators may be classified as high differentiators and low differentiators. The former uses all or most ranges of the scale while the latter uses a limited range of the scale. High differentiators tend to accept differences and report them. Low differentiators tend to ignore or hide differences. An evaluator must possess two qualities to be good at evaluation. The first quality is the capacity to differentiate. The second is the ability to vary the scores to reflect these differences. Prior to considering the appraisal scores it is desirable to test evaluators to identify low differentiators. The scores provided by them may then be ignored or discounted in the appraisal process.

Forcing information to match non performance criteria

Sometimes, the formal appraisal takes place following the decision as to how the employee has performed. This way, subjective, yet formal, decisions are made prior to obtaining objective information. The information is subsequently obtained to authenticate that decision. For example, if the evaluator believes that the promotion should be based on seniority, then the evaluation may be adjusted to reflect this. The performance appraisal thereby discounts other factors like quality of experience or merit on the job. Performance ranking of employees therefore simply reflects seniority as against other crucial considerations. In this case, the evaluator manipulates performance appraisals to align with the non-performance criteria actually preferred by the organization.

Inflationary Pressures

Another problem in appraisals is inflationary pressures. This is a case of low differentiation within the upper ranges of the rating. Inflationary pressures have existed for long. Nowadays, perhaps, evaluations are less rigorous. Therefore, the negative consequences of the evaluation are reduced by inflating appraisals.

Inappropriate Substitutes for Performance

In most jobs it is difficult to get a clear agreement on what criteria must be used to evaluate performance. For a shop attendant in a small shop managed entirely by himself the criterion may be the sales in his shop. However, this criterion may not be the right one. Usually the sales in the shop is affected by customer preferences, product offerings, the location, décor etc. These factors may be outside the control of the sales attendant. Can he be evaluated on these counts then?

Consequently, the appraisal is frequently made by using substitutes for performance. These are criteria that usually give a fairly good estimate of performance and can therefore be used. Their utility depends on how well they are chosen. They must be able to give a close approximation of the actual performance. However, often the substitutes chosen are inappropriate and do not serve the purpose. In the example given earlier, the organization may use criteria such as enthusiasm, leadership decision making, etc., as substitutes for performance. These criteria may not reflect performance at all. Criteria such as cordial relations, friendly disposition, positive attitude etc. may be more meaningful. Jobs differ widely.

9. Discuss about the types of Discipline Problems.

Types of Discipline Problems

There are several problems that arise in the workplace. Not all of these are considered important enough to initiate disciplinary action. We take a look at the most important ones. They are:

- Attendance
- Dishonesty
- On the job behaviors, and
- Undesirable actions outside the organization

Attendance

It is one of the serious problems that managers face. Attendance is a serious problem as it affects performance. It occurs because employees goals are not aligned to that of the organization. If this is done there is probability of reducing its occurrence. Employees also tend to use all of the leave that is available to them. Especially misuse of sick leave that is allowed to the employee is noticed. Employees report sick even if they are not. This because they believe that not using the leave is in effect not enjoying their privileges. In fact they believe that sick leave is time off earned by them. A change in attitude towards employment is also observed. Employees don’t appear to take their jobs seriously. They are therefore willing to absent themselves frequently. Moreover, some employees find it difficult to balance home and work life. Therefore, they tend to absent from work. With the introduction of flextime, organizations have been able to tackle some of the issues contributing to absenteeism. In other cases much remains to be done.

Dishonesty

Generally, dishonesty attracts the severest forms of disciplinary action. It usually leads to the dismissal of the employee. Dishonesty takes the form of stealing, lying or falsifying key information. This is because the organization believes that even a single incident of dishonesty may point to the possibility of the person repeating it over again. They are therefore unwilling to give them a chance again. Most organizational cultures do not tolerate dishonesty. It is often believed that dishonesty must be punished.

On the job behaviors

Organizations do not tolerate some forms of on the job behavior. Insubordination, quarrelling, failure to use safety gears, alcoholism and drug abuse are a few of them. These problems are an indication that the employee is unwilling to abide by the rules of the organization. As these behaviors are unacceptable, corrective action is initiated. As these problems can be addressed and wiped out through appropriate corrective action, they attract a lesser form of disciplinary action.

Undesirable actions outside the organization

Activities done outside the organization can also affect criminal actions, revealing business secrets to competitors, accepting grafts for doing jobs, etc. are some examples of bad job behaviors. When the employees off the job behavior is bad, the organization may find it embarrassing. In such situations, it can take appropriate disciplinary action against the employee. The severity of the problem decides the punishment's on the job performance. Sometimes, such behavior negatively affects the image of the organization. Engaging in criminal actions, revealing business secrets to competitors, accepting grafts for doing jobs, etc. are some examples of bad job behaviors. When the employees off the job behavior are bad, the organization may find it embarrassing. In such situations, it can take appropriate disciplinary action against the employee. The severity of the problem decides the punishment.

9. Discuss the factors that distort appraisals.

Disciplinary Guidelines

Disciplinary guidelines are helpful to human resource managers. These guidelines help them to administer the disciplinary action. Let us understand these guidelines. The three most significant points of the guideline are:

- Choose corrective action as against punishment
- Disciplinary Action must be Progressive
- Apply the hot stove when needed

Let us see them in detail.

Choose corrective action as against punishment

The objective of disciplinary action is to change undesirable employee behavior. Punishment is effective in correcting such behavior. However, it may not be necessary to resort to it at all times. Even if punishment is desirable, it may be better to initiate corrective action. This is because corrective action would help an employee correct himself. Over time learned behavior becomes a part of his work behavior. The effect lasts long. Punishments can momentarily correct behavior. The effect is short lived. Moreover, it can have other side effects that are not good for the organization. Therefore, it is not effective always. It is best to resort to punishment only when there is a dire need.

Disciplinary Action must be Progressive

The disciplinary action depends on the discipline problem. While administering the disciplinary action, care must be taken to ensure that it is progressive. Disciplinary action must take the form of a continuum. It means that for small problems, the disciplinary action must be mild. For bigger problems it should be severe. The mildest disciplinary action is the oral warning. A written warning, suspension, and dismissal follow it. Dismissal is resorted only in extreme cases.

Apply the 'hot stove' when needed

Disciplinary action must be based on the principle of equity. The disciplinary action must be aligned with the disciplinary practice of the organization. There should be no favoritism. The disciplinary action should follow the ‘hot stove’ rule. This is similar to touching a hot stove. A person touching a hot stove gets a burn immediately. The person knows before hand that touching the stove will cause a burn. Every person touching the hot stove gets the burn. The hot stove does not distinguish between persons. Every time the person touches a hot stove he gets the burn.

The impact of the disciplinary action is reduced when there is a time lag between the problem and the initiation of action. To be effective, the disciplinary action must immediately follow the occurrence of the problem. It also helps the employee relate the problem with the initiation of disciplinary action. However, the urge to act fast must not cloud the need to initiate action. The disciplinary action must follow a warning.

All employees must be aware of the organizations rules and acceptable standards of behavior. Disciplinary action is fair when the employee is given a clear warning that violations would attract penalty. The kind of penalty for different kinds of violations must also be clearly informed. There must be consistency in the disciplinary action. Inconsistency in enforcement of rules affects the impact of the disciplinary action. . Employees doubt the action of the managers.

Employees feel insecure causing high anxiety. Productivity and morale would tend to decline. Such situations are best avoided. At times, due to environmental factors, the manager may act in ways inconsistent with the disciplinary action. It is important to justify the action and communicate it to all employees. This will help to put the matter in the right perspective. It also reinforces faith in the disciplinary action. All penalties must relate to violations not to persons. It must relate to what the person does rather than what his personality is .The penalty must be the same for all persons who violate the rules. Disciplinary action must be impartial. Impartiality ensures fairness and builds confidence among employees.

Discuss about the types of Discipline Problems.

Types of Discipline Problems

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10. Give the detailed note on guidelines to handle disciplinary actions

Disciplinary guidelines are helpful to human resource managers. These guidelines help them to administer the disciplinary action. Let us understand these guidelines. The three most significant points of the guideline are:

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11. Explain Disciplinary Guidelines

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13.Explain about Conflict Resolution Machinery.

The conflict resolution machinery consists of the following:

- Non-statutory methods
- Government Machinery, and
- Statutory Measures

There are several choices available under the above categories

Non-Statutory Measures

These are essentially voluntary steps taken to prevent and address discipline problems arising in the organization.

Code of Discipline

It is aimed at maintaining discipline in both the public and private sector industries. It specifies the need for employers and workers to mutually recognize each other's rights and responsibilities. These rights and responsibilities are enshrined in the laws and the bipartite and tripartite agreements arrived at from time to time. Essentially, the code of conduct specifies guidelines for conduct of the internal stakeholders. They are the management, the employees and the unions. It also underscores the need for voluntary and proper discharge of obligations by both parties. Therefore, all parties are expected to use the existing administrative machinery for the expeditious settlement of all disputes. The Central and State Government undertakes steps to set right any shortcomings in the machinery that is constituted for administration of the labor laws. In effect, it discourages the workers and unions from engaging in strikes or unfair work practices. Similarly, it discourages the employers from using lockouts and intimidation tactics .The idea is to use the code of conduct to ensure discipline

The human resources department, HR, frequently acts as a mediator between employees and managers, quickly responding to conflict and ensuring employers do not violate the rights of employees. Human resources personnel settle workplace disputes through interpreting company policies and employment and labor laws. The human resources department follows conflict resolution procedures to successfully reach an acceptable outcome for all parties.

Labor Relations

Acting as a liaison between employers and labor unions, human resources implements labor relations programs, settles labor disputes that could possibly lead to strikes or litigation, deals with bargaining agreements and such employee relations matters as contracts, wages and salaries, benefits and pensions. When disputes arise or union representatives and employers cannot agree, HR negotiates terms and helps the parties reach a decision.